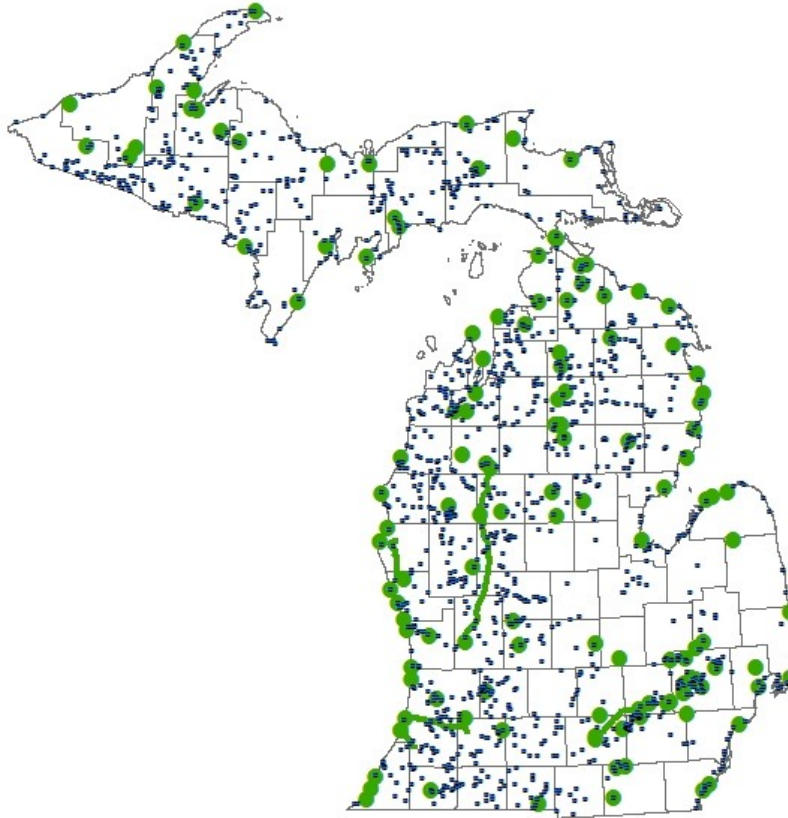


DNR – PARKS AND RECREATION DIVISION

"Sustaining 90 Years of Excellence"

2009 - 2019 STRATEGIC PLAN



Prepared by: Paul N. Curtis

PLAN APPROVALS:

Chief, Parks and Recreation Division

Date

Deputy Director of Resources

Date

Director, Michigan Department of Natural Resources

Date



Acknowledgments

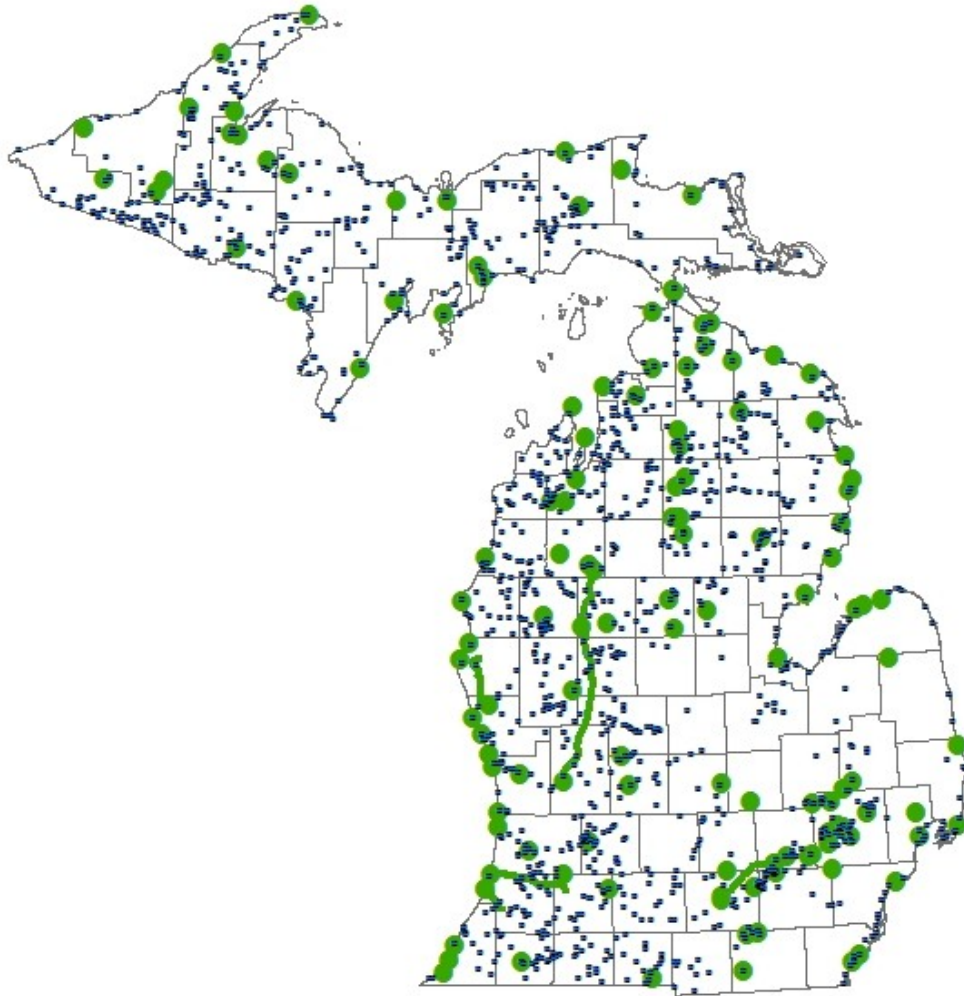
(To be Added)

Recommendations for Plan Approval

(To be added)

Executive Summary

DNR – PARKS AND RECREATION DIVISION
2009 - 2019 STRATEGIC PLAN



The DNR is committed to the conservation, protection, management, use and enjoyment of the state's natural resources for current and future generations.



Great Lakes, Great Times, Great Outdoors

Executive Summary

For this new Parks and Recreation Division (PRD) Strategic Plan to be effective, it must:

- (1) Reflect the core mission of PRD
- (2) Be incorporated into the fabric of the day-to-day thoughts and actions of PRD staff in the recommendations and decision we make.
- (3) Be dynamic and responsive to change.

These three primary goals guided the creation of this new plan and how it will be utilized. Following is an overview of how this plan was developed, the framework of its guidance, and how the plan will be used, monitored, and updated:

Timeline

October of 2006 - Parks and Recreation Division (PRD) initiated development of a new strategic plan. A core work team was established to explore examples of other strategic plans and to recommend a planning process for PRD. At that time, two strategic plans were in place; Vision 2020 mapped out long-range goals for state parks and recreation areas, and the Waterways Commission Strategic Plan identified specific actions to address for state harbors and boat access sites (BAS).

This planning process for the new PRD Strategic Plan establishes one cohesive plan for the division that embraces its two primary programs. It spells out long-range goals, objectives, actions, and specific tasks for both the parks and boating programs of PRD.

These components of the plan were developed through extensive interactions with, and input by, a wide range of stakeholders, including; the Citizen's Committee for Michigan State Parks (CCMSP), the Michigan State Waterways Commission (MSWC), all PRD staff, staff representing all other DNR programs, interest groups and organizations, key committees of the Michigan legislature, and the public.

November of 2006 through April of 2007 - Twelve workshops were held statewide; one each with the CCMSP and the MSWC, five with PRD and other DNR staff, and five with the public, statewide. Additionally, 12,000+ questionnaires were distributed at state parks and boating facilities, and an additional 1,600 were mailed to those who used a state harbor in 2007.

Finally, from October-January, 2007, (132) telephone interviews were conducted of PRD Stakeholders representing:

- Legislative Committees
- Natural Resource Commission
- Citizen's Committee for Michigan State Parks

- Michigan State Waterways Commission
- Michigan Natural Resources Trust Fund
- DNR/PRD staff
- Grant-in-Aid communities (22)
- Stakeholder groups or organizations (36)

The results of all these efforts resulted in confirmation of the original goals of Vision 2020 and the Waterways Commission Strategic Plan and identified the need to add additional Goals.

January – October 2008

- Develop (Draft) Goals, Objectives and Actions based on input received.
- Solicit public input at outdoor shows, e-mail, and public meetings of the CCMSP and MSWC.
- The PRD Management Team (representing PRD Lansing program staff and PRD Field Operations staff) validate the Goals and work to synthesize Objectives, Actions, and Tasks.
- PRD staff establish the final list of “Tasks” for the Strategic Plan.

December 2008 – Plan approval – Overall format and content of the plan is approved by the PRD Management Team, and the ‘Review Draft Plan’ is public noticed for review and comment. Specific notice of the plan is made to the list of PRD stakeholders (219 total) and all DNR staff. The comment period ends Friday, January 30, 2009, after which all needed revisions are incorporated and the ‘Final’ plan is moved for approvals. The approval process includes:

Recommendation to approve by:

- PRD Section Chiefs
- PRD Management Team
- DNR Statewide Council (includes DNR Ecoregion Teams)
- CCMSP
- MSWC
- NRC Parks and Recreation Committee
- NRC

Approval by:

- PRD Division Chief
- DNR Resource Deputy
- DNR Director

Plan use, monitoring, and update – This is a ten-year plan that provides focused direction for PRD in all of its programs, operations, and management. On a fiscal year basis, “Annual Work Plans” will be developed based on the Strategic Plan. All program proposals and initiatives must tie-back to the

Strategic Plan. The PRD Management Team will incorporate the Strategic Plan and Annual Work Plans as “routine” in it’s business practices.

Plan Use:

This plan will guide our recommendations and decisions. Approval of proposed projects or initiatives will be based on being supported by the Strategic Plan. There should be a clear link between the proposed action and the plan GOAT (Goals, Objectives, Actions, and Tasks).

At the beginning of each fiscal year, the Strategic Plan will be used to develop an “Annual Work Plan” to identify Objectives, Actions, and Tasks to complete in the coming year guided in part by the “Initiatives and Issues” identified herein.

Plan Monitoring:

On a fiscal year basis, the Strategic Plan will be assessed for:

1. The prior year just completed, assess performance in completing the last year’s actions.
2. Identifying Objectives, Actions and specific Tasks to complete in the coming year.
3. Identifying any new Goals, Objectives, Actions or Tasks to incorporate into the plan or existing ones to remove or modify.

Use the above as a basis for an ‘Annual Report’ to be prepared for the Department, NRC, CCMSP and MSWC, and put on the web for public information.

Plan Update:

The monitoring schedule defines routine update opportunities annually. In addition, the “Initiatives and Issues” will be assessed annually and the PRD Strategic Plan will be completely re-evaluated and affirmed (approved) every five years.

GOAT – The key to the Strategic Plan is found in the Goals, Objectives, Actions, and Tasks (GOAT). Actions of PRD in the next ten years will be guided by the following: (Listed are the Goals and Objectives of the plan. For a full review including Actions and Tasks, refer to that section in the full plan document.)

Goal #1 **Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities:**

- 1 – Develop a land strategy to protect natural and cultural resources, providing new recreation opportunities, and to consolidate holdings.
- 2 - Strengthen, update, and implement Management Plans.
- 3 – Strengthen, update, and implement Stewardship Plans.

- 4 – Enhance stewardship of natural resources.
- 5 – Enhance stewardship of cultural (archaeological, historic and ethnological) resources.

Goal #2 **Establish and maintain long-term funding:**

- 1 – Improve fiscal management of facilities and services provided.
- 2 – Acquire balanced, broad-based financial support from Michigan citizens and visitors to the state.
- 3 – Index PRD funding to inflation using the Detroit Consumer Price Index (CPI)
- 4 – Pursue gifts, endowments, grants, trusts and other sources for financial development.

Goal #3 **Balance and expand recreational use with protection of the resources:**

- 1 – Perform landscape level assessment of recreation opportunities in decision making.
- 2 – Manage recreation use to maximize opportunity and minimize resource impacts.
- 3 – Proactively track and forecast recreation trends and uses.
- 4 – Be proactive to make land and water trail connections, including with communities and other recreation providers.

Goal #4 **In collaboration with the Office of Communication and stakeholders, improve and expand education and interpretation:**

- 1 – More actively interpret the full range of DNR conservation efforts and those of stakeholders.
- 2 – Expand partnership efforts to interpret conservation to a broader range of users and non-users.
- 3 – Continually educate the public about how to care for natural and cultural resources.

Goal #5 **Implement management practices to assess and sustain facilities:**

- 1 – Maintain, upgrade and improve facilities.
- 2 – Provide a broader spectrum of amenities where appropriate.
- 3 – Develop and implement environmental sustainability in PRD systems.
- 4 – Enhance boating facilities by maintaining navigable water depths.
- 5 – Expand boat access and parking opportunities for motorized and non-motorized watercraft.

Goal #6 **Develop a workplace environment that promotes creation of fond, memorable experiences for our customers:**

- 1 – Expand diversity in the workplace and in the members of the public who use Michigan State Parks and Boating facilities.
- 2 – Continue to strengthen internal management structure and efficiency.
- 3 – Expand training of staff and promote professional improvement.
- 4 – Improve information technology (IT) equipment and connectivity of all operational offices.
- 5 – Enhance data management and capabilities.
- 6 – Enhance customer service.

Goal #7 **Strengthen safety and security:**

- 1 – Provide safe and secure facilities.
- 2 – Develop risk management plans for all PRD facilities (includes Wildfire Plans, Emergency Evacuation Plans, etc.)
- 3 – Have trained and authorized enforcement personnel patrol all PRD sites.
- 4 – Manage user's conflicts.
- 5 – Complete and maintain a Harbor-of-Refuge system.

Goal #8 **Make the development of Partnerships a priority:**

- 1 – Continue to use the Citizen's Committee for Michigan State Parks (CCMSP), the Michigan State Waterways Commission (MSWC), the Natural Resources Commission (NRC), the Statewide Council (SWC), the Ecoregion Teams and partners to advise in PRD planning, policy development and issue resolution.
- 2 – Expand and more effectively coordinate friends groups.
- 3 – Expand volunteerism and partnerships outside of friends groups.

Goal #9 **Incorporate 'Universal Access' to state parks and boating facilities and programs:**

- 1 – Be a leader in providing Universal Access (UA) to state parks and boating facilities.
- 2 – Be a leader in providing Universal Access (UA) to programming at state parks and boating facilities.

Goal #10 **Provide facilities that support emerging public recreation activities:**

- 1 – Provide a broader spectrum of overnight opportunities.
- 2 – Provide a broader range of daytime opportunities.

- 3 – Improve the reservation system.
- 4 – Link camping, boating and trails.
- 5 – Enhance transient boating opportunities.

Goal #11 **In collaboration with the Office of Communication and stakeholders, promote PRD facilities and programs:**

- 1 – Develop and implement a marketing plan.
- 2 – Improve presence of PRD on web site and other media.

Goal #12 **In all strategic goals, target and focus efforts to engage people in the out-of-doors:**

- 1 – Strengthen and expand ‘GO-Get-Outdoors’ (GO)
- 2 – Strengthen and expand health-based and quality of life opportunities and reasons for being in the out-of-doors.
- 3 – Develop a strategy that utilizes virtual technology to recruit new customers and offer information to the public in a variety of formats.

Conclusion – The key highlights of this plan and the process to develop it are that:

- 1) Extensive efforts were made to seek out input of our stakeholders so that PRD could reflect in its strategic plan, a broad-based consensus document that identifies the core mission and responsibilities of PRD now and into the future.
- 2) The plan format incorporates a good basic overview of PRD, its history and place in the Department of Natural Resources, and it addresses both primary programs of PRD in one over-arching plan that identifies long-range goals and short-term actions.
- 3) In defining our Goals, Objectives, Actions, and Tasks it is readily apparent that this plan reaches all levels of PRD and impacts all staff. This relationship of the plan to PRD is intentional and it will help to keep our focus on the core mission of PRD.
- 4) Finally, use and monitoring of the plan are integral and critical to its effectiveness, and to attaining a plan that is dynamic and responsive to change. PRD Management is committed to assure that once approved, all key management and planning actions will be linked to this plan.

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Introduction and Definitions

Introduction:

This strategic plan is a ten-year 'road map' that will set direction and guidance for Parks and Recreation Division as it manages State Parks and Recreation Areas, and State Harbors, Locks and Boating Access Sites. Funding challenges dictate that focused decisions are made in the management of these significant state resources, and the Strategic Plan will help us do that. The goals and objectives for this plan are based on extensive input from the public, including a wide range of stakeholders.

Definitions:

Following are definitions of some of the common terms, descriptions, and references used in this document:

Citizen's Committee for Michigan State Parks" (CCMSP) – The 17 Members of the Citizens Committee for Michigan State Parks are appointed by the DNR Director. Created by legislation signed into law in 2004, this diverse panel will ensure the public has a voice in the operations, planning and development of Michigan's premier state park system.

Michigan State Waterways Commission" (MSWC) - The Michigan State Waterways Commission was created by Act 320 of 1947 and transferred to the Department of Natural Resources on January 1, 1966. The Commission is responsible for the acquisition, construction, and maintenance of recreational harbors, channels, docking, recreational locks, launching facilities, and administration of commercial docks in the Straits of Mackinac.

The seven Commission members are appointed by the Governor, with the advice and consent of the Senate, to serve three-year terms. Upon expiration of a term, a member may continue to serve until re-appointed or a successor is appointed.

Parks and Recreation Division (PRD) – This division of the Department of Natural Resources is responsible for two primary programs; state parks and boating, further described as follows:

State Park - *PRD administers 70 State Parks. Units classified as state parks vary greatly in size, kind and quality of their natural features, and the variety of their attractions. Collectively they incorporate features of outstanding natural beauty- mountains, sand dunes, and wilderness conditions; inland lakes and frontage on the Great Lakes; rivers marked with rapids, waterfalls, and picturesque gorges. Some are of special scientific interest because of unusual geological formations or the richness of their forest*

growth. Many have superb beaches on the Great Lakes or inland waters.

State Parks are closed to hunting and trapping, unless opened for that use by a Director's Land Use Order. Most State Parks allow hunting and trapping.

State Recreation Area - *PRD administers 20 State Recreation Areas. These are large areas convenient to centers of dense population, with a diversity of natural features and impressive natural beauty. They are suitable for many types of intensive and extensive recreation, including swimming, picnicking, camping, group camping, boating, fishing, hiking, horseback riding, mountain bike riding, nature study, enjoyment of scenery, hunting, and trapping. Areas of intensive use (e.g. day-use areas and camping) are developed in various locations, surrounded with a background of forest and rugged land. Whereas most state parks are centered about one dominant feature, or a limited number of attractions, the recreation areas are diversified.*

State Recreation Areas are open to hunting and trapping, unless closed for that use by a Director's Land Use Order. In general, hunting and trapping in State Recreation Areas is only limited where "Safety Zones" are designated, such as in areas where people congregate (e.g. campgrounds/cabins and day-use areas, or along property boundaries where development occurs).

State Linear Park - *PRD administers five State Linear Parks. These provide long stretches of improved trail surface on old railroad beds for multiple use trail recreation. Of a total of 194 miles of trail corridor, nearly half (89 miles) is surfaced. State Linear Parks help to meet the "Michigan Trails at the Crossroads: A Vision for Connecting Michigan" initiative championed by Governor Jennifer Granholm by providing approximately 25% of the total miles of public linear trails in Michigan.*

State Scenic Site – *PRD administers five State Scenic Sites, four of which are in the Upper Peninsula. These are unique holdings of public interest (e.g. waterfalls, lighthouse, and historic site) where current improvements have been limited primarily to paths, picnic areas, and parking. Some have the potential for future expansion of amenities.*

Harbor – *PRD administers 16 State Harbors and through a grant program has helped to fund 50 "Grant-in-Aid Harbors" administered by local units of government. This extensive network of facilities is a safety net for recreational boating on all of the Great Lakes, with facilities that vary in complexity from full-service marinas to bare-bones 'harbors of refuge' where a boater can go to be safe from a storm.*

Lock – PRD administers two recreational boating locks located on the “Michigan Inland Route” in the Northern Lower Peninsula. These locks provide for the passage of boats at areas of elevation change in the waterway at Alanson (Crooked River) and at Cheboygan (Cheboygan River).

Boating Access Site (BAS) – PRD administers 828 state BAS’s and through a grant program has helped to fund 278 “Grant-in-Aid BAS’s” administered by local units of government. Additionally, PRD has funded development of 196 BAS’s administered by other DNR resource programs in Wildlife Areas and in State Forests.

These sites provide the legal and safe means for the public to access the waters of Michigan, including the Great Lakes, and inland lakes and streams in all of the counties of the state.

Management Planning – A comprehensive planning process adopted from the National Park Service that provides broad-based analysis, evaluation, and prescriptive management guidance of State Parks through a team approach process inclusive of stakeholder and public participation.

Stewardship - The stewardship program strives to balance resource protection with compatible recreational use. Where natural habitats have been degraded by over use, or other causes, the Stewardship Program restores and enhances them. The program is also responsible for protection of historic, cultural, and archaeological sites.

Strategic Plan - A comprehensive plan for accomplishment in relation to stated goals and objectives. Ideally, the plan should cover multiple years, include targets for expected accomplishments, and propose specific performance measures used to evaluate progress towards those targets.

Annual Work Plan – The Annual Work Plan demonstrates how the strategic plan will be executed...it is where the rubber meets the road. It defines tangible deliverables, a schedule, the allotted resources, a budget, and most importantly the logistics of how it will all happen.

Facility – As used in this document, facility refers to any physical improvement made that modifies the natural condition. Examples include: roads, trails, buildings, bridges, utilities, etc.

Programming – This is any organized activity with people. Examples include: nature education, children activities, stewardship, events, etc.

Goal – The primary outcomes of the Strategic Plan.

Objective – Subsets of the ‘Goals’ that reflect the results of broad action categories.

Actions – Activities required to fulfill the ‘Objectives.’

Tasks – Specific actions or duties to fulfill an ‘Action’ that are measurable, assigned to a staff position or program, and completed by a specified date.

Background and Legal Authority

Parks and Recreation Division of the Michigan Department of Natural Resources is responsible for carrying out the following mission objectives:

“The Parks and Recreation Division’s Mission is to acquire, protect, and preserve the natural and cultural features of Michigan’s unique resources, and to provide access to land and water based public recreation and educational opportunities.”

These objectives are met through two programs; (1) Boating (Harbors, Locks, and Boating Access Sites) and (2) Parks. Following is a brief overview of each program:

Background (Boating):

The DNR provides for the public one of the premier boating programs in the country, highlighted by:

- 16 State Harbors on the Great Lakes and connecting waters.
- 2 State Locks.
- 50 Local Community Harbors developed with DNR funding.
- 1,024 Boating Access Sites administered by the DNR (828 by PRD).
- 278 Boating Access Sites developed with DNR funding and administered by local community governments.
- Recreational boating in Michigan contributes more than \$1 billion to the state’s economy.



Harbor, Lock, and Boating Access Site Locations

Legal Authority (Boating):

- PUBLIC ACT 320 OF 1947 – HARBORS AND DOCKS PROGRAM – Created the Michigan State Waterways Commission to take advantage of federal monies made available from the 1945 Rivers and Harbors Act which provided funding for U.S. Army Corps of Engineers (ACOE) projects on navigable waters of the nation. This established the Michigan “Harbor-of-Refuge System” with the objectives to develop harbors and docking facilities on the Great Lakes shoreline as required to provide for the safe boating enjoyment of these waters, and to encourage tourist-related economic development.
- PUBLIC ACT 79 OF 1988 – HARBOR DEVELOPMENT PROGRAM – This act provides for expanded seasonal and transient moorage through public-private development and private operation of facilities through long-term leasing of publicly-owned properties.
- PUBLIC ACT 451 OF 1994, PART 781 – MICHIGAN STATE WATERWAYS COMMISSION – This act is the recodification of law that established the Michigan State Waterways Commission and defined the powers and duties of same.

Section 324.78105 identifies the powers and duties of the department, defined in part as follows:

- (1) To acquire, construct, and maintain harbors, channels, and facilities for vessels in the navigable waters lying within the boundaries of the state of Michigan.

Section 324.78110 defines the use of the Waterways account for only:

- (1) Construction, operation, and maintenance of recreational boating facilities.
- (2) Acquisition of property for the purposes of this part.
- (3) For grants to local units of government and state colleges or universities to acquire and develop harbors of refuge and public boating access sites under section 78115.
- (4) For the purposes provided in part 791.

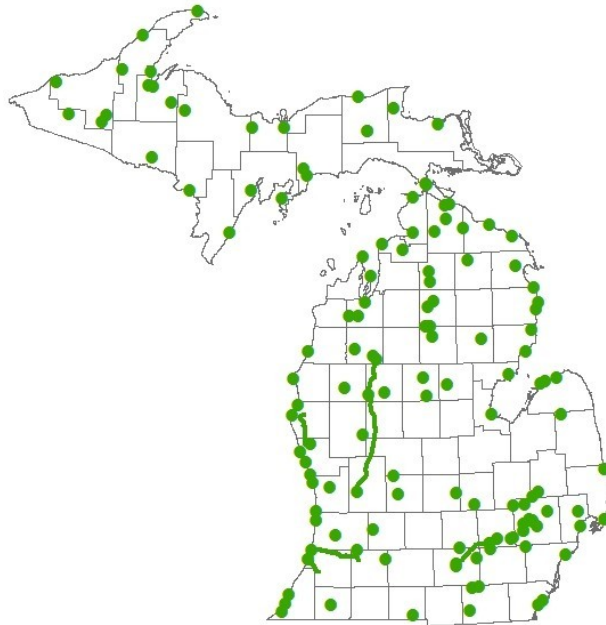
Section 324.78115 established the boating access grant program, defined in part:

- (1) The department shall establish a public boating access sites grant program. The grant program shall provide funding with money in the waterways account to local units of government and public colleges or universities for all or a portion of the cost of either or both of the following:
 - (a) The acquisition of land for the establishment of a public boating access site.
 - (b) The cost of developing a public boating access site.
- PUBLIC ACT 451 OF 1994, PART 791 – HARBOR DEVELOPMENT – This act is the recodification of law that established the Harbor Development program and defined the powers and duties of same.

Background (Parks):

Through this program, the DNR meets its mission objectives by providing for the public 100 State Parks and Recreation Areas on more than 300,000 acres of land that:

- Preserve and protect some of the state's most significant natural and cultural resources.
- Provide more than 13,000 campsites and a wide range of day-use facilities including nearly 900 miles of trails.
- Offer regular interpretive programming at over 40 state parks.
- Host 25+ million visitors annually, and
- Contribute more than \$615 million annually to the state's economy.



State Parks and Recreation Areas

Legal Authority (Parks):

- PUBLIC ACT 218 OF 1919 - Created the Michigan State Park Commission to acquire lands for state parks.
- PUBLIC ACT 451 OF 1994, PART 741 - STATE PARK SYSTEM - NATURAL RESOURCE AND ENVIRONMENTAL PROTECTION ACT - This act is the recodification of law that established the Michigan State Park System and defined the powers and duties of same. Section 324.74102 identifies the duties of the State Park System as follows:

- (1) "The legislature finds:
 - (a) Michigan State Parks preserve and protect Michigan's significant natural and historic resources.
 - (b) Michigan State Parks are appropriate and uniquely suited to provide opportunities to learn about protection and management of Michigan's natural resources.
 - (c) Michigan State Parks are an important component of Michigan's tourism industry and vital to local economies.
- (2) The department shall create, maintain, operate, promote, and make available for public use and enjoyment a system of state parks to preserve and protect Michigan's significant natural resources and areas of natural beauty or historic significance, to provide open space for public recreation, and to provide an opportunity to understand Michigan's natural resources and need to protect and manage those resources."

Timeline of significant events

To appreciate Parks and Recreation Division it is helpful to understand its past. The following timeline of significant events helps to capture the rich history of Parks and Recreation Division, and its two principle programs.

Time Period

Event

1837

Michigan becomes a state.

1885

With the transfer of Fort Michilimackinac and parts of Mackinac Island from the federal government to the State of Michigan, Michigan became one of the first states in the nation to establish a “state park”.



1908

Henry Ford introduces the ‘Model T,’ hailed as “America’s Everyman’s Car.” Along with mass production and mass consumption of the car came establishment of a statewide infrastructure of fuel stations and better roads. Along these roads, accessed by cars, would be found the future state parks of Michigan.



1919

The Michigan State Park Commission is established by the Michigan Legislature to acquire lands for state parks.

- 1920 With the transfer of newly (1917) acquired lands to the Michigan State Park Commission; Interlochen State Park became the first park in the system.



- 1921 **The Department of Conservation (now Department of Natural Resources) was created.**

- 1921 The early years of the park system were supported by the private sector through the donation of lands. Examples are:

- D.H. Day in Leelanau County
- P.H. Hoeft in Presque Isle County
- Carrie Mears in Oceana County
- J.W. Wells in Menominee County.
- Ten sites in Livingston, Monroe and Oakland Counties donated by the Dodge Brothers Automobile Company.
- Four sites in Oakland County donated by Howard Bloomer.
- Municipalities and Counties

- 1921 The first National Conference on State Parks was sponsored by the National Park Service. Seventeen states, including Michigan, attended. The purpose of the conference was to define the role of state parks as one component of a complete system of parks from national to local. State parks would fall somewhere in the middle, preserving natural and historic features unique to the state while providing “places of retreat...where refreshment to body and spirit may be had whether it be by swimming, boating, hiking, picnicking, fishing or in a quiet camp.”

- 1922 **State parks placed under the Department of Conservation and P.J. Hoffmaster was named the first Superintendent of Michigan State Parks.**



P.J. Hoffmaster served as Superintendent until 1934 when he was named Director of the Department of Conservation, a position he held until his death in 1951. The role played by P.J. Hoffmaster in formation of our state park system cannot be overstated. It was he who established the strong policies and principles that define what the system is today.

- 1929 - 1940 Stock market crash, 'Great Depression' and the 'New Deal' led to a strong influence of federal programs in state parks. The Civilian Conservation Corps (CCC) work products of this era were reflective of the NPS influence in park design and construction philosophy, which was to be minimally intrusive and to use 'natural' materials...thus the rustic look that is so distinctive of the CCC era.



During this same general time-frame, the NPS worked in cooperation with the park division for reclamation of sub-marginal farmland for park purposes. One of the uses of these lands was for recreational purposes near urban areas. In Michigan, "Recreational Demonstration Areas" (RDA's) were created at Waterloo (Recreation Area) and Yankee Springs (State Park). Central focuses of these were outdoor centers and group camps. These were the forerunners of the "Recreation Areas" found in southern Michigan.

- 1937 Wildlife Restoration (Pittman-Robertson...P-R) Act of 1937. First P-R funds expended in 1939. Primary uses of this fund source has been for land acquisition, wildlife research, and habitat management. A significant fund source, P-R funds received by Michigan total \$208.3 million since 1939. Michigan ranks #4 in the country for P-R funds received.





Also in this year, the State Legislature appropriated \$3.0 million for acquisition of “Recreation Areas” in southern Michigan. This new focus would acquire lands in the growing urban areas, particularly in SE Michigan, for preservation of natural resources and to provide for outdoor recreation. Recreation Areas specifically allow hunting unless closed for such use by Director’s Order.



1947

The Michigan State Waterways Commission (MSWC) is established by the Michigan Legislature to take advantage of federal funding made available from the 1945 Rivers and Harbors Act. This act provided funds for the U.S. Army Corps of Engineers (ACOE) for projects on the navigable waters of the nation.



Congress approved Michigan's plan for a safe harbor-of-refuge network on the State's Great Lakes shoreline for transient boaters. The ACOE program provided for federal funding of protective breakwater structures, basin and channel dredging and routine maintenance of these features. The state's responsibility was to provide mooring (docks) and launching ramp facilities. This was the beginning of the State's "Harbor-of-Refuge Program."

1949 The MSWC initiates a 'Grant-in-Aid Program' to work with local units of government for development of Great Lakes harbor facilities.

1950 The Port Sanilac Harbor-of Refuge was constructed, the first harbor in the system.



1950 Sportfish Restoration Act (SRA) of 1950. The first SRA funds were expended in 1952. Primary use of this fund source is for construction of boating facilities, fisheries research, and fisheries production. A significant fund source, SRA funds received by Michigan total \$206.3 million since 1952. Michigan ranks #5 in the country for P-R funds received.



1949 – 1960 Several cooperative ventures were initiated at state parks and recreation areas including; Prison Camps with the Department of Corrections, Group Camps to meet the needs of the YMCA, 4-H and church and non-profit organizations, and Outdoor Centers to provide facilities and opportunities for outdoor education.

1960

PUBLIC ACT 149 OF 1960 - THE STATE MOTOR VEHICLE PERMIT AND BOND AUTHORIZATION LAW

(took effect in 1961). This act allowed implementation of a motor vehicle fee for entrance into state parks. This is one of our key parks program funding sources today that accounts for approximate 1/3 of the revenues to support Michigan state parks.



1964

Creation of the Department of Natural Resources (formerly the Department of Conservation)

1965

Land and Water Conservation Fund (LWCF) Act of 1965.



Federal funding assistance not to exceed 50% for land acquisition, and facilities development for outdoor recreation purposes. Requires a “Statewide Comprehensive Outdoor Recreation Plan” (SCORP). A significant fund source, LWCF funds received by Michigan (local units of government and state) total \$126.7 million since 1965.


1968

The MSWC functions are transferred to the Department of Natural Resources and they are tasked with the responsibility for taking over and improving public boat launch sites (BAS) statewide. Most current BAS’s administered by Fish Division at this time were transferred to the new “Waterways Division.”

1972

Coastal Zone Management Act of 1972. Federal funding (National Oceanic and Atmospheric Administration...NOAA) administered through the Department of Environmental Quality, ‘Coastal Zone Program’ as a grant program. Primary use of funds has been for land acquisition, planning, resource protection, education, historic preservation and facility development within the coastal zone. A significant fund source, CZM funds received by Michigan (local units of government and state) total \$55 million since 1972.



- 1976 The Kammer Recreational Land Trust Fund was created, funded by oil and gas revenues from leases on state lands. It had a cap of \$100 million and was used for land acquisition and for improving public parks and recreation lands. During the first seven years of existence, more than \$100 million of this fund was raided for state-wide budget balancing purposes.
- 1984 A constitutional amendment created the Michigan Natural Resources Trust Fund and constitutionally protected the original (Kammer) fund and increased the cap to \$200 million. Under this new law, up to one-third of the trust fund revenues could be spent annually to purchase land and develop recreational facilities across the state. A significant fund source, MNRTF funds received by Michigan (local units of government and state) total \$159 million since 1976.
- 
- 1988 PUBLIC ACT 79 OF 1988 - established the 'Harbor Development Program.' This program was designed to expand the Harbor-of-Refuge network through public-private partnership efforts.
- 1992 "Vision 2020 – A Strategic Plan for Michigan State Parks" (V2020) is published. This long-range guidance was developed by the 'The Citizen's Committee for Michigan State Parks,' a thirteen member advisory committee established in 1989. V2020 targeted six goals:
- Build a long-term stable financial base
 - Provide interpretive programs in the parks
 - Improve and expand camping and lodging facilities
 - Improve and expand recreational opportunities
 - Establish new programs for resource stewardship and park evaluation, and improve the park planning process
 - Create a marketing program
- 1993 **'Parks' and 'Boating' programs of the DNR are merged to form the "Parks and Recreation Division."**
- 1994 Proposal 'P' was overwhelmingly supported by Michigan voters. This reversed the constitutional provision that allowed the annual diversion of \$20 million from the trust fund to the state's major economic development fund. This proposal also increased the fund cap to \$400 million and created the Michigan State Parks Endowment Fund, which receives \$10 million in trust fund revenues each year for the

operation, maintenance and capital improvements at Michigan State Parks.

- 1994** **PUBLIC ACT 130 OF 1994** - established the “Michigan State Parks Foundation,” whose purpose was “...to support the overall enhancement of the Michigan state parks system and to foster awareness, appreciation, understanding, and involvement in the system through focused assistance that is supplementary to appropriated parks funding.” (NOTE...there has been no Foundation activity since the last briefing report dated February 20, 2001)
- 1998 “Clean Michigan Initiative” – Parks and Recreation Division benefited from this publicly supported bonding with \$50 million dedicated for State Park improvements.
- 2000 ‘Strategic Plan for the Michigan State Waterways Commission’ is published. This five-year action plan targeted four goals:
- Upgrade and maintain existing facilities
 - Create new Boat Access Site facilities
 - Create Harbors-of-Refuge
 - Strengthen internal structure and efficiency (of the MSWC)
- 2002 Proposal ‘2’ was passed by voters to increase the trust fund cap to \$500 million.
- 2004** **PUBLIC ACT 392 OF 2004** - established the Citizen’s Committee for Michigan State Parks (CCMSP). The purpose of the committee is to advise and make recommendations to the governor, the commission, and the legislature on state parks policy and provide guidance on state parks development, management, and planning issues.
- 2006 Initiate actions to develop a new PRD Strategic Plan
- 2006 Constitutional protection of restricted funds approved by the voters.
- 2007-2009 With considerable public and stakeholder input and participation, the new PRD Strategic Plan is developed and adopted.

Relationship of the PRD Strategic Plan to Other Plans

The PRD Strategic Plan will impact and will be impacted by other plans and planning efforts on a statewide basis, these include examples such as:

- Michigan State Comprehensive Outdoor Recreation Plan (SCORP) - Public Law 88-578 established the Land and Water Conservation Fund (LWCF) in 1964. The law created a federal funding source for both federal acquisition of park and recreation lands and matching grants to states, and through states to local governments, for outdoor recreation planning, land acquisition and development. It also set requirements for state outdoor recreation planning, requiring each participating state to have a state comprehensive outdoor recreation plan (SCORP). The state administrator in Michigan for LWCF monies and the SCORP is the Michigan Department of Natural Resources (DNR).

The most recent SCORP is for 2008–2012 and highlights the following initiatives for this time-period:

- Conservation of natural resources
- Trails (land and water based)
- Universal Access
- Community recreation
- Improve state park infrastructure
- Improve state forest recreation infrastructure
- Cooperation and coordination among recreation providers
- Hunter and angler recruitment and retention
- Green technology

It is significant that all of these SCORP initiatives for 2008-2012 are reflected in the PRD Strategic Plan Goals.

- Connecting Michigan – Trailways Vision and Action Plan – a product of the Michigan Trails and Greenway Alliance (MTGA). This plan outlines a comprehensive set of recommendations for completing an interconnected, multi-use statewide trailways system in Michigan. The plan is the result of the year-long work of over 100 task force members, which contains 39 goals and 109 action steps that will be acted upon over the next several years. This initiative is in conjunction with Governor Granholm's recently released (2006) state trails initiative, "*Michigan Trails at the Crossroads: A Vision for Connecting Michigan.*"

"The future I see for Michigan is one where access to trails and recreation is available to everyone."

Governor Jennifer M. Granholm

- Ecoregion Plans – These yet-to-be-developed plans will be the overarching planning documents for each ecoregion, representing all

DNR resource programs interests. The 2008 PRD Strategic Plan will be an important resource in the development of these plans, and PRD goals will be expected to be reflected in the ecoregion plans.

Development of Ecoregion Plans could result in the need to modify the PRD Strategic Plan to reflect needs currently not recognized.

- Biodiversity Conservation Plan (BCP) – The goal of the Biodiversity Conservation Planning Process (BCPP) is to conserve, restore, and protect biological diversity by establishing a network of functional representative Michigan ecosystems on Department-administered lands, using a framework of the 76 Michigan Natural Features Inventory (MNFI) natural communities as the basis for the network. PRD lands are a key component of this, particularly in southern Michigan.

The core focus of this plan is reflected in Goal #1 of the PRD Strategic Plan, to “Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities.”

Specific impacts of the BCP will be on Park Management Plans and Stewardship Plans.

- Natural Areas Strategic Plan – The mission of the Natural Areas Program is to identify, establish, maintain, and administer a system of high quality, representative, ecologically viable natural areas in Michigan.

The core focus of this plan is reflected in Goal #1 of the PRD Strategic Plan, to “Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities.”

Specific impacts of the BCP will be on Park Management Plans and Stewardship Plans.

- Wildlife Action Plan (WAP) – The goal of Michigan’s WAP is to provide a common strategic framework that will enable Michigan’s conservation partners to jointly implement a long-term holistic approach for the conservation of all wildlife species.

The core focus of this plan is reflected in Goal #1 of the PRD Strategic Plan, to “Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities.”

Specific impacts of the WAP will be on Stewardship Plans.

- Land Consolidation Strategy - The Natural Resource Commission has adopted a policy (NRC Policy 2627) on land holdings administered by the Department of Natural Resources to help direct the evaluation of

current lands and the needs to address both natural resource conservation and natural resource-related outdoor recreation. This policy emphasized that a land consolidation strategy should be implemented by the Department.

The Department has instituted a process that includes the review and update of DNR project boundaries; the review and classification of parcels that fall outside of the DNR project boundaries; and a process by which certain parcels may be exchanged or sold, as appropriate.

- Park Management Plans – Goal #1 of the Strategic Plan directs us to “Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities.” A specific objective for this goal is to “Strengthen, update and implement Management Plans”
- Stewardship Plans - Goal #1 of the Strategic Plan directs us to “Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities.” A specific objective for this goal is to “Strengthen, update and implement Stewardship Plans”
- 5–Year Capital Outlay Plan – The “Infrastructure Management Application” (IMA) was developed in 2004 as a management tool to inventory and assess park improvements for purposes of identifying and quantifying capital improvement needs. Based on this comprehensive evaluation of all infrastructure, PRD develops a “5-Year Capital Outlay Plan” to address the most critical of needs.

Relationship to other planning efforts:

Parks and Recreation Division actively engages with others in a broad range of planning initiatives. These occur nationally (e.g. with the National Park Service, U.S. Army Corps of Engineers, etc.), statewide (e.g. with the Michigan Department of Transportation, Michigan Department of Environmental Quality, History, Arts, and Libraries, etc.), regionally (e.g. with the Northeast Michigan Council of Governments, Huron-Clinton Metropolitan Agency, etc.), locally (e.g. the ‘Oakland County Strategic Master Plan,’ etc.), and stakeholders (e.g. the MMBA Strategic Plan, ‘Sunrise Side Coastal Highway,’ etc.).

Initiatives and Issues

An important component of this planning process is to identify and highlight key initiatives and issues, existing and emerging, that will be addressed. The following are reflected in this Strategic Plan:

Initiatives:

DNR Stretch Goals - "The Michigan Department of Natural Resources will be an innovative, national/international leader by:"

DNR Stretch Goal:	Addressed in PRD Goal(s):
1. Revitalizing, expanding and diversifying its (our) base.	<u>Goal #6</u> – "Develop a workplace environment that promotes creation of fond, memorable experiences for our customers." <u>Goal #12</u> – "In all strategic goals, target and focus efforts to engage people in the out-of-doors."
2. Being a great place to work.	<u>Goal #6</u> – "Develop a workplace environment that promotes creation of fond, memorable experiences for our customers."
3. Promoting stewardship of Michigan's natural resources.	<u>Goal #2</u> – "Take the best possible care of Michigan's natural and cultural resources in our state parks and boating facilities."
4. Restoring, protecting and managing our natural resources via ecosystem management.	<u>Goal #2</u> – "Take the best possible care of Michigan's natural and cultural resources in our state parks and boating facilities."
5. Providing quality public outdoor recreation.	<u>Goal #3</u> – "Balance and expand recreational use with protection of the resources." <u>Goal #4</u> – "In collaboration with the Office of Communication and stakeholders, improve and expand education and interpretation." <u>Goal #5</u> – "Implement management practices to assess and sustain facilities." <u>Goal #7</u> – "Strengthen safety and security."

	<u>Goal #9</u> – “Incorporate ‘Universal Access’ to state parks and boating facilities and programs.”
6. Securing long-term sustainable financial support.	<u>Goal #2</u> – “Establish and maintain long-term funding.”

Issues:

DNR Key Issue:	Addressed in PRD Goal(s):
1. <u>Marketing</u> – identify PRD as an attractive destination for outdoor recreation.	<u>Goal #10</u> – “Provide facilities that support emerging public recreation activities.” (e.g. Objectives to be a leader in providing ‘universal access’ to its facilities and programs.) <u>Goal # 11</u> – “In collaboration with the Office of Communication and stakeholders, promote PRD facilities and programs.” (e.g. Objectives to develop and implement marketing of its facilities and programs.) <u>Goal # 12</u> – “In all strategic goals, target and focus efforts to engage people in the out-of-doors.” (e.g. Objectives to introduce the out-of-doors to non-traditional and non-users.)
2. <u>Climate change</u> – impacts on natural resources and recreation use.	<u>Goal #1</u> – “Take the best possible care of Michigan’s natural and cultural resources in our state parks and boating facilities.” (e.g. Objectives to strengthen stewardship of our natural resources, including completing a threat assessment of all terrestrial and aquatic exemplary natural communities, and ecological restoration of the most critically imperiled of these.) <u>Goal # 3</u> – Implement management practices to assess and sustain facilities.

	<p>(e.g. Objectives to develop and implement sustainability in PRD systems with environmentally friendly 'Green' initiatives and practices, and maintaining navigable water depths at PRD funded boating facilities necessitated by historically significant declines in the Great Lakes water levels.)</p> <p><u>Goal #3</u> – “Balance and expand recreational use with protection of the resources.”</p> <p>(e.g. Objectives to proactively track and forecast recreation trends and uses.)</p>
<p>3. <u>Sustainable funding</u> – added emphasis to the DNR Stretch Goal...the ability to effect the goals and objectives of this strategic plan directly relate to our ability to fund them.</p>	<p><u>Goal #2</u> – “Establish and maintain long-term funding.”</p> <p>(e.g. Objectives to improve fiscal management, acquire broad-based support from Michigan citizens and visitors to the state, and pursue endowments, grants, trusts and other sources for financial development.)</p>
<p>4. <u>Engage people in the out-of-doors</u> – develop and promote facilities and programs to attract people to outdoor activities and appreciation.</p>	<p><u>Goal #9</u> – “Incorporate ‘Universal Access’ to state parks and boating facilities and programs.”</p> <p>(e.g. Objectives to open up PRD facilities and programs to people of all abilities.)</p> <p><u>Goal # 12</u> – “In all strategic goals, target and focus efforts to engage people in the out-of-doors.”</p> <p>(e.g. Objectives to introduce the out-of-doors to non-traditional and non-users, promote the health-based and quality of life benefits of being outdoors, and explore virtual technology as a linkage to the out-of-doors.)</p>

Goals, Objectives, Actions, and Tasks

This new strategic plan evolved to reflect twelve (12) Goals, as follows:

- Goal #1** Take the best possible care of Michigan’s natural and cultural resources in our State Parks and Boating facilities:
- Goal #2** Establish and maintain long-term funding:
- Goal #3** Balance and expand recreational use with protection of the resources:
- Goal #4** In collaboration with the Office of Communication and stakeholders, improve and expand education and interpretation:
- Goal #5** Implement management practices to assess and sustain facilities:
- Goal #6** Develop a workplace environment that promotes creation of fond, memorable experiences for our customers:
- Goal #7** Strengthen safety and security:
- Goal #8** Make the development of Partnerships a priority:
- Goal #9** Incorporate ‘Universal Access’ to state parks and boating facilities and programs:
- Goal #10** Provide facilities that support emerging public recreation activities:
- Goal #11** In collaboration with the Office of Communication and stakeholders, promote PRD facilities and programs:
- Goal #12** In all strategic goals, target and focus efforts to engage people in the out-of-doors:

The Goals, Objectives, Actions, and Tasks are numbered to relate to each other starting with “Goal” numbers, of which there are a total of twelve. The Goal number (1-12) is first, followed by a ‘period’ then the Objective number (e.g. 3.2 is Goal #3, Objective #2). The same protocol follows subsequently for Actions and Tasks. To further help differentiate these statements, they are sequentially indented and the font size is reduced for each. Following is a diagram of this numeric system:

Goal . **Objective** . **Action** . Task
(#) (**#.#**) (**##.##**) (**###.###**)

GOAL #1 Take the best possible care of Michigan's natural and cultural resources in our State Parks and Boating facilities:

1.1 Develop a land strategy to protect natural and cultural resources, provide new recreation opportunities, and to consolidate holdings:

1.1.1 Prevent loss of recreation lands to other interests (e.g. easements, rights-of-way, etc.):

- 1.1.1.1 Develop and maintain inventory and maps of all easements, leases, rights-of-way, etc. with contact information for holders of those rights.
- 1.1.1.2 As part of the management planning process, dedicate lands that are appropriate for protection under the Natural Areas statute.

1.1.2 Clearly identify and mark boundaries:

- 1.1.2.1 Utilizing available resources and tools (survey preferred), establish boundary to clearly delineate ownership.
- 1.1.2.2 Properly post and maintain boundary signs.
- 1.1.2.3 Complete annual boundary review.

1.1.3 Identify, prioritize, and mitigate trespass and boundary issues:

- 1.1.3.1 Identify potential problems.
- 1.1.3.2 Follow established Department trespass guidelines.

1.1.4 Prioritize and actively pursue acquisition of, or rights to, desired lands, including reuniting of mineral and surface rights:

- 1.1.4.1 Establish a ranking system for purposes of prioritizing land acquisition.
- 1.1.4.2 (Using the ranking system) Develop and maintain a prioritized database of private lands, land owners, and willing sellers.
- 1.1.4.3 Supervisors/Managers make annual contact with adjacent land owners and real estate agents with information and/or updates on the benefits and opportunities of land conveyance options and our real estate needs. (Note...this will address the need to establish 'relationships')
- 1.1.4.4 Seek and define additional and emerging funding sources.
- 1.1.4.5 Ensure that funding of targeted acquisitions is compatible with current and future land uses. (e.g. issues with Pittman Robertson and PRD Lands)

- 1.1.4.6 Pursue conservation easements or other partnerships and protections where acquisition is not possible.
- 1.1.4.7 Update project boundaries in the context of management planning.
- 1.1.4.8 Encourage owners of private in-holdings to sell development rights to conservancy organizations and to participate in the state's agriculture and open-space lands program to limit development.

1.1.5 Divest of lands according to the land consolidation process:

- 1.1.5.1 Review state land boundaries and make recommendations for consolidation when appropriate.

1.2 Strengthen, update, and implement Management Plans:

1.2.1 Provide resources to develop, monitor, and update plans:

- 1.2.1.1 Empower field to seek partnerships and training to implement the plans.
- 1.2.1.2 Continue to look for partnerships and/or funding.
- 1.2.1.3 Continue yearly internships and partnerships with universities and others for gathering background data.
- 1.2.1.4 Give guidance to park management to develop their own management plans.

1.2.2 Develop and implement management plans for all parks and recreation areas:

- 1.2.2.1 Establish a priority ranking for developing management plans for all parks.
- 1.2.2.2 Set a schedule that shows when plans are to be developed.
- 1.2.2.3 Develop the management plans per the schedule.
- 1.2.2.4 Update approved management plans per the schedule.

1.2.3 Continually improve the planning process to increase efficiency and quality of the process and the product:

- 1.2.3.1 Review and update as needed, the process for revising Management Plans.
- 1.2.3.2 Develop annual assessment of the planning process based on stats, concerns, conflicts, trends, etc.

1.3 Strengthen, update and implement Stewardship Plans:

1.3.1 Update the Stewardship Strategic Plan every three years to set specific goals, objectives and actions:

- 1.3.1.1 Review performance of previous three years to identify areas in need of updating.

- 1.3.1.2 Survey PRD staff for emerging issues/concerns to address.
- 1.3.1.3 Define a specific schedule for annual review of the Stewardship Strategic Plan, and updating every three years.

1.3.2 Incorporate Stewardship Plans into park Management Plans:

- 1.3.2.1 Participate in the Management Planning process.
- 1.3.2.2 Develop (or modify) individual park Stewardship Plans to be consistent with the defined management zones prescribed in the Management Plan.

1.3.3 In accordance with the Stewardship Strategic Plan, develop and implement natural resource stewardship plans:

- 1.3.3.1 The Stewardship Unit will assist field facilities in developing preliminary natural resource stewardship plans.
- 1.3.3.2 The Stewardship Ecologists will develop comprehensive natural resource stewardship plans for each park and/or management unit.

1.3.4 Provide adequate staff and funding to develop, implement, monitor and update plans:

- 1.3.4.1 Define resources needed in staff and funding.
- 1.3.4.2 Recommend specific sources and methods of meeting this action.

1.3.5 Develop a stewardship training plan for Parks and Recreation Division:

- 1.3.5.1 Work with the Training Team to assess current training options available to staff.
- 1.3.5.2 Define and assist in the development of new training to meet Stewardship needs.

1.4 Enhance stewardship of natural resources:

1.4.1 Implement the natural resource portions of the “Stewardship Unit Strategic Plan”:

- 1.4.1.1 Increase involvement of field staff in the implementation of management and monitoring.
- 1.4.1.2 Hire an ecologist in each district to assist District Supervisor, District Planners and Unit Supervisors with stewardship concerns.
- 1.4.1.3 See “Stewardship Unit Strategic Plan” for additional tasks.

1.4.2 Develop and implement strategies to manage invasive species and monitor success:

- 1.4.2.1 Prioritize invasive species controls for each PRD Unit.

- 1.4.2.2 PRD units will work with adjoining property owners and local governmental units and other partners to control the spread of invasive species.

1.4.3 Provide natural resource stewardship training for PRD staff:

- 1.4.3.1 Educate supervisors about the natural resources within their areas of responsibility.
- 1.4.3.2 Formally include stewardship in position descriptions and training requirements: include stewardship goals in performance objectives and performance evaluations.
- 1.4.3.3 Provide training to PRD staff in the recognition of the threat of invasive species, their field identification and control strategies.

1.4.4 Develop, and/or utilize existing, and implement statewide Best Management Practices (BMP's) for natural resource stewardship:

- 1.4.4.1 Develop specific invasive species control BMP's.
- 1.4.4.2 Develop soil bio-engineering BMP's for shoreline stabilization and erosion repair.
- 1.4.4.3 Develop a GIS/GPS based trail maintenance manual.
- 1.4.4.4 See "Stewardship Unit Strategic Plan" for additional strategic BMP's.

1.4.5 Develop, initiate, and enforce policies for the protection of natural resources:

- 1.4.5.1 Review all projects that affect natural resources for compliance with existing policies and procedures (e.g. WIP process, plan reviews, etc.).
- 1.4.5.2 Identify, develop and recommend areas that need new or strengthened policy.
- 1.4.5.3 Implement policy changes.

1.4.6 Cooperate with other departments, divisions, agencies, non-governmental organizations and other stakeholders to enhance the stewardship of PRD administered natural resources:

- 1.4.6.1 Work with non-governmental organizations such as land conservancies and the Stewardship Network.
- 1.4.6.2 Enlist stakeholders (including friends groups) to help monitor and maintain natural resources.
- 1.4.6.3 Clarify responsibilities on lands dedicated for co-management (e.g. PRD and Wildlife Division, and PRD and Forest, Mineral, and Fire Management Division).
- 1.4.6.4 Update inter-divisional agreements for resource management on PRD administered lands.
- 1.4.6.5 Join cooperative weed management areas that include parks or boating sites.

1.4.7 Develop and facilitate the use of technologies that further natural resource stewardship:

- 1.4.7.1 Expand development of the Infrastructure Management Application (IMA) program to include natural resources.
- 1.4.7.2 Create an electronic tracking system to monitor resource threats.
- 1.4.7.3 Enlist field staff to conduct the monitoring.
- 1.4.7.4 Develop and implement the use of an electronic system to track and maintain Stewardship Treatment Records.

1.4.8 Increase the recreational boating public's environmental awareness and encourage their stewardship of natural resources:

- 1.4.8.1 Participate in the Clean Marina program.
- 1.4.8.2 Place appropriate educational signage and advisories at boating facilities.
- 1.4.8.3 Include educational materials with boat registration renewals.

1.4.9 Increase department-wide knowledge of the ecological affects of invasive species and the importance of control:

- 1.4.9.1 Participate in Department state-wide biodiversity planning.
- 1.4.9.2 Participate in State Wildlife Action Plan (WAP) efforts.
- 1.4.9.3 Participate in Forest Certification efforts.

1.5 Enhance stewardship of cultural (archaeological, historic and ethnological) resources:

1.5.1 Implement the cultural resource portions of the "Stewardship Unit Strategic Plan:"

- 1.5.1.1 Identify and stabilize all critically imperiled historic structures.
- 1.5.1.2 Seek national register listing for all eligible structures.
- 1.5.1.3 Develop preservation and/or re-use plans for all structures on PRD's list of historic structures.

1.5.2 Use the "Historic Structure Plan" to develop a strategy for historic structure preservation:

- 1.5.2.1 Perform condition assessments of all structures included in the "Historic Structure Plan."
- 1.5.2.2 Create a priority list of which cultural buildings need immediate repairs to control any further deterioration.
- 1.5.2.3 Create an electronic tracking/monitoring check sheet and enlist unit staff in the monitoring of threats.

1.5.3 Develop protection standards and BMP's for archeological, historical and ethnological resource protection:

- 1.5.3.1 Follow the Secretary of the Interior standards and guidelines for maintenance, rehabilitation and restoration of all historic structures and cultural landscapes.
- 1.5.3.2 Create structure/foundation demolition BMP.
- 1.5.3.3 Create trash midden (dump-site) removal/preservation BMP.

1.5.4 Provide cultural resource stewardship training for PRD staff:

- 1.5.4.1 Educate supervisors about the resources within their areas of responsibility.
- 1.5.4.2 Provide the latest technical guidance to unit supervisors.

1.5.5 Complete a Phase 1 Cultural Resource Survey for all state parks and boating sites:

- 1.5.5.1 Define factors for prioritizing all state parks, harbors, locks, and BAS's and create a priority ranking for this action.
- 1.5.5.2 Survey all PRD parks and boating sites to specifically identify ethnological resources; with benefit of public input, especially input from Native Americans.

1.5.6 Develop, initiate, and enforce policies for the protection of cultural resources:

- 1.5.6.1 Review all projects that affect cultural resources for compliance with existing policies and procedures (e.g. WIP process, plan reviews, etc.).
- 1.5.6.2 Identify, develop and recommend areas that need new or strengthened policy.
- 1.5.6.3 Implement policy changes.
- 1.5.6.4 Enforce metal detecting policy.
- 1.5.6.5 Enforce shipwreck protection standards.

1.5.7 Cooperate with other departments, agencies, non-governmental organizations and other stakeholders to enhance the stewardship of PRD administered cultural resources:

- 1.5.7.1 Seek the advice and recommendation of outside experts such as the State Historic Preservation Officer (SHPO), the Department of History, Arts and Libraries (DHAL) when appropriate.
- 1.5.7.2 Facilitate volunteer initiatives such as the volunteer Lighthouse Keeper Program.

GOAL #2 Establish and maintain long-term funding:

2.1 **Improve fiscal management of facilities and services provided:**

2.1.1 **Determine the fiscal costs to provide and maintain facilities:**

- 2.1.1.1 Consider capital improvement costs over the expected life of the facility.
- 2.1.1.2 Measure annual utility costs specific to the type of use (e.g. campsite electric).
- 2.1.1.3 Measure annual staffing costs.
- 2.1.1.4 Measure annual material and supply costs.

2.1.2 **Determine the fiscal costs to provide operational services**

- 2.1.2.1 Measure annual administration costs (e.g. CRS (Computer Reservation System), two levels of management, engineering, account assistance).
- 2.1.2.2 Measure annual staffing costs.
- 2.1.2.3 Measure annual material and supply costs.

2.1.3 **Develop a sound business plan for facilities and services**

- 2.1.3.1 Use detailed expenditure data to analyze and improve efficiency.
- 2.1.3.2 Use gap analysis to identify the difference in fiscal costs and the sound business plan.
- 2.1.3.3 Establish best management practices.

2.2 **Acquire balanced, broad-based financial support from Michigan citizens and visitors to the state:**

2.2.1 **Seek mechanisms to replace or augment existing user fees to achieve sustainable funding:**

- 2.2.1.1 Seek license plate package proposed by CCMSP (Citizen's Committee for Michigan State Parks).
- 2.2.1.2 Register all watercraft (e.g. kayaks).
- 2.2.1.3 Identify and explore feasibility of other revenue sources. (e.g. taxes to support protection of natural resource values protected by public lands).

2.2.2 **Collaborate with other entities to develop mutually beneficial funding strategies and cooperative ventures:**

- 2.2.2.1 Identify similar mission-related groups (public and non-public).
- 2.2.2.2 Assess and contact identified groups to establish partnerships.

2.2.3 **Develop an equitable fee structure for recreational uses:**

- 2.2.3.1 Determine PRD's actual costs of services ('cost-to-serve')

- 2.2.3.2 Assess user fees based on cost-to-serve (e.g. for trail use) and charge accordingly.
- 2.2.3.3 Examine opportunities to collect revenue from all users (e.g. from those who enter a PRD facility with no MVP...walk-in's)

2.2.4 Engage and inform the Legislature and other officials to improve awareness of PRD funding needs as part of the DNR's long term sustainable funding strategy:

- 2.2.4.1 Utilize MSWC, CCMSP, NRC, and DNR Legislative Liaison to develop clear understanding of PRD needs.
- 2.2.4.2 Work with legislative workgroup to identify sustainable funding opportunities.
- 2.2.4.3 Provide accurate information on the cost-to-serve (actual costs), infrastructure, and future funding needs.
- 2.2.4.4 Provide periodic updates to Legislative subcommittees.

2.2.5 Expand opportunities to sell PRD products and experiences:

- 2.2.5.1 Diversify product line and recreational experience opportunities.
- 2.2.5.2 Increase sales channels (e.g. websites, advertising, etc).
- 2.2.5.3 Expand concession opportunities, including partnerships with local outfitters, retail outlets, and recreation service providers.
- 2.2.5.4 Develop sales retail space.

2.3 Index PRD funding to inflation using the Detroit Consumer Price Index (CPI):

2.3.1 Index all fees, charges and taxes (e.g. Marine Fuel tax, camping fees, etc.) to inflation:

- 2.3.1.1 Seek approval from the NRC to tie camping fee structure to the Detroit CPI.
- 2.3.1.2 Seek approval from the legislature to tie MVP fees to the Detroit CPI.

2.3.2 Seek Legislative support to index all non-payroll related PRD funding to inflation:

- 2.3.2.1 Seek to gain support for this from the CCMSP, the MSWC, and friends groups.
- 2.3.2.2 Seek to gain support from the Natural Resources Committee members.

2.4 Pursue gifts, endowments, grants, trusts and other sources for financial development:

2.4.1 Reinvigorate the State Park Foundation:

- 2.4.1.1 Clarify the purpose and role of the State Park Foundation.

- 2.4.1.2 Work with DNR executive office and Governor's office to generate appointments to the State Park Foundation.
- 2.4.1.3 Incorporate creative fund development for the State Park Foundation.

2.4.2 Seek appropriate corporate sponsorship or partnership where appropriate:

- 2.4.2.1 Identify corporations/private entities with missions that are shared or compatible with PRD.
- 2.4.2.2 Establish contact with corporations, and promote the partnership concept.
- 2.4.2.3 Seek partnerships with mutual benefit to both parties.

2.4.3 Define and establish a recreation program or location-specific endowment program:

- 2.4.3.1 Establish cost values for development, maintenance, and operation.
- 2.4.3.2 Develop a formula and/or strategy to endow money toward the maintenance of new construction as the new construction funds are assembled (e.g. incorporate the endowment into the construction donations).
- 2.4.3.3 Create a fund to perpetually support all maintenance (e.g. routine care).
- 2.4.3.4 Create a fund to perpetually maintain infrastructure (e.g. timely repairs).
- 2.4.3.5 Encourage potential donors to contribute to infrastructure development and maintenance.

2.4.4 Explore benefactor options to benefit PRD:

- 2.4.4.1 Define PRD's opportunities for seeking benefactors (e.g. wills)
- 2.4.4.2 Market benefactor donation opportunities to the public.

GOAL #3 Balance and expand recreational use with protection of the resources:

3.1 **Perform landscape level assessment of recreation opportunities in decision making:**

3.1.1 **Conduct comprehensive assessment of existing recreation opportunities:**

- 3.1.1.1 Develop and use a database of existing PRD recreation opportunities.
- 3.1.1.2 Develop and use a database of existing Regional recreation opportunities including reference of “Statewide Comprehensive Outdoor Recreation Plan” (SCORP) information.
- 3.1.1.3 In collaboration with other recreation providers, annually evaluate PRD and regional databases to determine what recreation niches are not being met or need to be expanded, reduced, or eliminated to keep balance with natural and cultural resource values and protection.
- 3.1.1.4 Apply user impact levels tied to management planning zone definitions for establishing recreational opportunities that provide a sustainable balance with the natural and cultural resources of the property.
- 3.1.1.5 With management plan guidance, recommend actions to add, expand, reduce, or eliminate recreation opportunities.
- 3.1.1.6 Routinely review PRD Report Cards, Citizen’s Comment Cards, “Ask DNR,” and “Contact the DNR” internet survey instruments for public input on recreational need.

3.1.2 **Develop cooperation and program development between other DNR programs and outside agencies:**

- 3.1.2.1 Use DNR EcoTeam approach (e.g. solicit total department input when assessing opportunities)
- 3.1.2.2 Collaborate with other recreation service providers to establish a basis for elimination or expansion of services for effective eco-regional management.

3.2 **Manage recreation use to maximize opportunity and minimize resource impacts:**

3.2.1 **Provide opportunities for public input:**

- 3.2.1.1 Establish personal contacts (open house, events, focus groups, etc.).
- 3.2.1.2 Use electronic media (pod casts, email, web, You Tube, blogs, etc.).
- 3.2.1.3 Use written media (report cards, comment cards, etc.).

3.2.2 Measure impacts of existing recreation programs on natural and cultural resources:

- 3.2.2.1 Establish criteria/standards for evaluating resource impacts.
- 3.2.2.2 Measure impacts.
- 3.2.2.3 Prioritize recreation uses or activities that require natural resource impact evaluations.
- 3.2.2.4 Create and implement remedy plan.

3.2.3 Analyze impacts of all proposed recreation and development projects on natural and cultural resources:

- 3.2.3.1 Identify the cultural and natural resources.
- 3.2.3.2 Estimate impacts.
- 3.2.3.3 Create or modify plans to minimize negative impacts.

3.3 Proactively track and forecast recreation trends and uses:

3.3.1 Regularly and systematically conduct user and non-user surveys, focus groups and other scientifically valid means of gathering current and future trend information regarding state parks and boating:

- 3.3.1.1 Identify appropriate survey tools and other techniques.
- 3.3.1.2 Establish an electronic database of state park and boating uses and users.
- 3.3.1.3 More fully utilize the reporting capabilities of the CRS system to identify trends and use patterns of campers.
- 3.3.1.4 Post questions to an internet site to solicit responses/suggestions on topics of concern to users.
- 3.3.1.5 Provide for additional feedback loops for customer use.
- 3.3.1.6 Survey state park users (e.g. similar to current on-line efforts for boaters, hunters, etc.):

3.3.2 Provide opportunities for staff to broaden their understanding of recreation trends and uses:

- 3.3.2.1 Ensure staff are members of trade organizations such as MRPA (Michigan Recreation and Parks Association).
- 3.3.2.2 Expand involvement with NASPD (National Association of State Park Directors) to gather broader perspectives on how other states are managing common concerns.
- 3.3.2.3 Ensure that staff are encouraged/permitted to attend trade shows and conferences for recreation-related subjects.

3.4 Be proactive to make land and water trail connections, including with communities and other recreation providers:

3.4.1 Develop and implement partnerships with other entities for connections and development with state parks, linear trails, communities, and water-based facilities.

- 3.4.1.1 Identify existing land and water trail routes.

- 3.4.1.2 Work with trail advocacy groups to identify and prioritize desirable PRD land and water trail connections that meet the goals of the management plan.
- 3.4.1.3 PRD units shall reach out to local entities to coordinate land and water trail connections.
- 3.4.1.4 Collaborate with other land and water recreation trail providers, private landowners, and clubs to secure funding for acquisition, development, maintenance and operation.
- 3.4.1.5 Partner with outfitters to identify, program and promote land and water trails, coupled with other outdoor experiences (e.g. camping, fishing, etc.)
- 3.4.1.6 Support the use of linear trails as multi-use for bicycle, horse and hiker. (e.g. connect Ionia to Portland's Riverwalk and Portland to Grand Ledge)

GOAL #4 In collaboration with the Office of Communication and stakeholders, improve and expand education and interpretation:

4.1 More actively interpret the full range of DNR conservation efforts and those of stakeholders:

4.1.1 Routinely identify and assess DNR and stakeholder conservation efforts:

- 4.1.1.1 Develop list of conservation actions/efforts for each unit.
- 4.1.1.2 Assess and prioritize list.

4.1.2 Develop interpretive plans that incorporate stakeholder input:

- 4.1.2.1 Solicit ideas on the DNR website by encouraging feedback.
- 4.1.2.2 Re-visit past surveys to seek out suggestions already submitted.
- 4.1.2.3 Develop explorer guide program and other opportunities for day-use areas.

4.1.3 Encourage employees to provide in-school conservation presentations:

- 4.1.3.1 Reinstitute a 4th grade curriculum program to introduce students to natural, historical and cultural resources.
- 4.1.3.2 Encourage a supervisory mind-set that values employee participation in classroom education presentations.
- 4.1.3.3 Establish a 2 presentations/year goal for staff.
- 4.1.3.4 Hire a few full-time, roving environmental educators who go to schools while school is in session and work with the Explorer Rangers in the summer.

4.1.4 Encourage classrooms to use PRD facilities for outdoor classrooms:

- 4.1.4.1 Develop a program to pair an in-school presentation to a classroom with a related park visit.
- 4.1.4.2 Provide incentives like free entry passes for re-visiting opportunities.
- 4.1.4.3 Waive entry fees for school buses.

4.1.5 Continuously identify new interpretation and education opportunities and goals:

- 4.1.5.1 Incorporate bi-lingual information in kiosks and printed/electronic materials.
- 4.1.5.2 Partner with Michigan based companies or organizations to develop education and interpretation facilities and programs.
- 4.1.5.3 Utilize a multi-sensory approach in interpretation and education.

- 4.1.5.4 Implement brochures that detail our efforts to be distributed at each unit.
- 4.1.5.5 Put fishing and hunting guides back in the parks.

4.2 Expand partnership efforts to interpret conservation to a broader range of users and non- users:

4.2.1 Develop an outreach strategy to utilize staff from different agencies and partners:

- 4.2.1.1 Identify potential partners.
- 4.2.1.2 Identify programs for outreach (e.g. Interpretive Program, Explorer Guide Program).
- 4.2.1.3 In collaboration with partners, prioritize outreach targets.

4.2.2 Identify and reach out to potential partners:

- 4.2.2.1 Involve scouts, church youth groups, and 4H clubs etc. to offer more regular educational opportunities for older and younger children.
- 4.2.2.2 Offer content specific training/education through partnerships with mission related groups.
- 4.2.2.3 Conduct programs to attract day users and school groups.
- 4.2.2.4 Encourage participation by other Resource Management Bureau Divisions.

4.3 Continually educate the public about how to care for natural and cultural resources:

4.3.1 Educate non-traditional users on the values of conservation:

- 4.3.1.1 Have staff available to address groups visiting our facilities.
- 4.3.1.2 Encourage employees to begin with contact at the elementary school level to promote our facilities and opportunities offered.
- 4.3.1.3 Continue with staff community outreach efforts and presentations to non-traditional user groups.
- 4.3.1.4 Provide opportunities where the public can interact and observe animals and plants in their natural habitats (e.g. interactive hiking trails).

4.3.2 Educate staff to provide better resource information to the public:

- 4.3.2.1 Select employees with a strong interest in natural resources (e.g. class work and/or experience).
- 4.3.2.2 Develop in-house educational programs utilizing existing staff (e.g. stewardship).
- 4.3.2.3 Hire science teachers (e.g. biology) as summer workers.
- 4.3.2.4 Integrate education and interpretation into all outdoor activities.

4.3.3 Inform the Legislature with reports on the values of statewide interpretive education programs:

- 4.3.3.1 Work with advisory and policy making groups and the Department, to generate reports to appropriate Legislative committees.

GOAL #5 Implement management practices to assess and sustain facilities:

5.1 Maintain, upgrade and improve facilities:

5.1.1 Develop, implement, and monitor preventative maintenance schedules:

- 5.1.1.1 Develop facility maintenance plans and review semi-annually to determine necessary facility upgrades and maintenance.
- 5.1.1.2 Implement targeted maintenance of facilities reflective of customer use patterns and demands.
- 5.1.1.3 Utilize equipment and vehicle checklists for preventative maintenance.

5.1.2 Develop, implement, and monitor asset replacement schedules:

- 5.1.2.1 Assess facility value and need, prior to investing funding into upgrades or replacement.
- 5.1.2.2 Annually review, update, and utilize IMA (Infrastructure Management Application) information to keep infrastructure inventory current and to stay current on potential problems.
- 5.1.2.3 Research trends and eliminate or update infrastructure that does not meet current needs.

5.1.3 Determine appropriate level of development at each state-funded harbor:

- 5.1.3.1 Develop assessment criteria (with stakeholder input) for establishing level of development.
- 5.1.3.2 Every five years, evaluate all locations using criteria and identify appropriate infrastructure for each location.
- 5.1.3.3 Prioritize recommendations.

5.2 Provide a broader spectrum of amenities where appropriate:

5.2.1 Balance proposed facility development with conservation/preservation objectives consistent with Management Plans:

- 5.2.1.1 Appropriately identify user needs & match facility development, consistent with management objectives prescribed in the management plans.

5.2.2 Determine PRD's niche for amenities (e.g. full hook-up campsites, size of recreational vehicles (RV's)/vessels to accommodate, etc.):

- 5.2.2.1 Routinely and proactively assess users through survey tools to identify amenity needs and desires, as well as willingness to pay.
- 5.2.2.2 Assess amenities and level of service in a regional context to avoid duplication or over-development.
- 5.2.2.3 Develop and implement a strategy for the future needs of our users (e.g. user demands for full hookup for their camping units).
- 5.2.2.4 Develop a comprehensive checklist for assessment that includes graphic demonstrations of acceptable and unacceptable conditions.
- 5.2.2.3 Visit focus groups (e.g. schools, retirement communities, etc.) and ask what they would like to see in our parks.

5.2.3 Provide and maintain facilities that support emerging public recreation activities

- 5.2.3.1 Delve when and where appropriate into new trends and technologies. Computers and outdoor recreation can be compatible and enhance each other.

5.3 Develop and implement environmental sustainability in PRD systems:

5.3.1 Develop a sustainability plan:

- 5.3.1.1 Implement energy conservation in all facilities.
- 5.3.1.2 Implement use of “green” products in all facilities.
- 5.3.1.3 Initiate “Growing-not-Mowing” policy in underutilized areas.

5.3.2 Inform and educate the public and the employees on PRD’s environmentally friendly practices:

- 5.3.2.1 Distribute documentation of BMP’s learned from field-tested products.
- 5.3.2.2 Update green products lists for park use.
- 5.3.2.3 Promote recycling, alternative energies, conservation, and the “green” additions.
- 5.3.2.4 Continue to educate our users on the importance of being a “green” user.
- 5.3.2.5 Promote environmental practices to the public and highlight our use of them.
- 5.3.2.6 Implement recycling programs for campers.

5.3.3 Expand the “Green Initiatives” program internally and externally:

- 5.3.3.1 Seek partnerships with companies to provide (at minimal or no cost) alternative energy equipment.
- 5.3.3.2 Negotiate trash pick-up contracts to include participation in recycling programs.
- 5.3.3.3 Research funding for solar and wind power.
- 5.3.3.4 Contract with various vendors in providing the “green” products.

- 5.3.3.5 Continue to review and develop new opportunities to incorporate green technology.
- 5.3.3.6 Develop a rating system for “green” products tried in the field.
- 5.3.3.7 Develop and implement standards for cleaning products, lubricants, and diesel fuels.
- 5.3.3.8 Adapt and implement successful green initiative programs at work locations.
- 5.3.3.9 Encourage use of bio-fuels and renewable energy sources such as wind turbines and solar systems.
- 5.3.3.10 Make it part of the annual review requirements of unit supervisor to implement GI.
- 5.3.3.11 Incorporate “Green” principles in designs for all new structures.
- 5.3.3.12 Continue to evaluate facilities for efficiency.
- 5.3.3.13 Implement changes necessary to achieve the goal of energy efficiency.
- 5.3.3.14 Where practical, use motion sensors, more efficient lighting systems, lo-flow plumbing systems, etc.

5.4 Enhance boating facilities by maintaining navigable water depths:

5.4.1 Maintain an annually revised dredging priority ranking for short term and long term dredging:

- 5.4.1.1 Develop clear guidelines for when and where dredging is necessary and environmentally appropriate:
- 5.4.1.2 Develop an annual dredge survey procedure.
- 5.4.1.3 Develop a statewide low water strategy for addressing navigable water depths at boating access sites and harbors.
- 5.4.1.4 Modify the annual inspection policy to include measurement of water depth for establishing dredging priorities.
- 5.4.1.5 Develop a prioritized schedule of dredge projects annually.
- 5.4.1.6 Develop a long-term plan for dredging of facilities.

5.4.2 Allocate staff and resources needed to meet dredging objectives:

- 5.4.2.1 Dedicate funding annually for dredge projects.
- 5.4.2.2 Train staff or hire experienced staff to dredge.
- 5.4.2.3 Seek innovative tools and resources to accomplish dredging.

5.4.3 Collaborate with both public and private interests to address dredging needs that benefit PRD sponsored facilities:

- 5.4.3.1 Work with DEQ and Fisheries for an ongoing permit to dredge popular ramps.
- 5.4.3.2 Meet with ACOE (U.S. Army Corps of Engineers) for partnered dredge projects.
- 5.4.3.3 Partner with lake associations to share costs were feasible.

5.5 Expand boat access and parking opportunities for motorized and non-motorized watercraft:

5.5.1 Develop a strategy to provide access to the Great Lakes, inland lakes and streams identified to have insufficient access:

- 5.5.1.1 Develop criteria to prioritize the statewide list of bodies of water where public access is insufficient or does not exist.
- 5.5.1.2 Review operational policies (e.g. hours of operation) to enhance recreational opportunities for the public.
- 5.5.1.3 Utilize and develop park management plans to assess need for expanded access (etc).

5.5.2 Based on demand, work to increase parking at BAS's to provide adequate public access to inland lakes and streams:

- 5.5.2.1 Develop and implement use of appropriate user demand studies.
- 5.5.2.2 Expand parking at high demand facilities where appropriate and feasible.

GOAL #6 Develop a workplace environment that promotes creation of fond, memorable experiences for our customers:

6.1 Expand diversity in the workplace and in the members of the public who use Michigan state parks and boating facilities:

6.1.1 Develop strategies to market PRD facilities and programs to diverse groups:

- 6.1.1.1 Develop a 'diversity' branding or marketing strategy
- 6.1.1.2 Market to non-traditional groups through various media including television, radio, internet, and print.
- 6.1.1.3 Contact school districts, religious organizations, and civic groups throughout the state to promote park visits through programs, events, and/or various incentives.

6.1.2 Continuously expand and improve outreach programs for employment and visitors:

- 6.1.2.1 Utilize the CCMSP and the MSWC to help forward PRD's diversity initiative.
- 6.1.2.2 Document and evaluate recruiting methods and results at ten diverse locations within 30 minutes of work locations (e.g. colleges/universities, high schools, retirement communities, etc.).
- 6.1.2.3 Implement the most effective recruiting methods.

6.1.3 Hire qualified personnel from multiple demographics:

- 6.1.3.1 Proactively expand efforts to attract qualified non-traditional applicants.
- 6.1.3.2 Recruit and retain a locally representative work force to promote appreciation of diversity in the community.
- 6.1.3.3 Attempt to retain qualified individuals who genuinely want to be part of the system.

6.1.4 Reach out to under-represented groups through the faith-based community, schools and other sources to promote opportunities for employment and to appreciate the resources and programs of PRD:

- 6.1.4.1 Be familiar with the demographics of under-represented groups.
- 6.1.4.2 Have target group meetings at a statewide level with non-traditional groups to find out what would attract them to state parks and boating facilities.
- 6.1.4.3 Advertise in a variety of media and locations to attract a diverse work force and user base.
- 6.1.4.4 Develop outreach programs that go into schools with diverse student bodies.

- 6.1.4.5 Work with universities/colleges to incorporate academic studies (of benefit to PRD facilities and programs) into their educational criteria.

6.1.5 Offer new, innovative programming and expand recreational opportunities to draw under-represented visitors and employees:

- 6.1.5.1 Expand forms of outdoor recreation to encourage participation by under-represented visitors.
- 6.1.5.2 Create a special program on customer service with mentoring as one of the components.
- 6.1.5.3 Expand use of outdoor recreation mentoring programs through targeted events, etc. (e.g. with faith-based and non-traditional groups).

6.1.6 Train staff in cultural traditions, hospitality, and customer service and empower them to use local initiatives to serve our visitors:

- 6.1.6.1 Provide specific training of current staff to effectively accomplish this and/or hire professional diversity specialists to assist.
- 6.1.6.2 Teach acceptance of cultural, religious, and language differences.
- 6.1.6.3 Encourage staff participation and involvement in the community to promote appreciation of diversity in their own town or area.

6.2 Continue to strengthen internal management structure and efficiency:

6.2.1 Build and strengthen internal employee relationships within the division:

- 6.2.1.1 Continue to work through teams to discuss and resolve issues.
- 6.2.1.2 Continue to promote opportunities for team-building (e.g. relationships).
- 6.2.1.3 Promote recognition to acknowledge success.

6.2.2 Support decision making at the lowest level possible:

- 6.2.2.1 Clarify decision making authority for each position/level.
- 6.2.2.2 Provide clear guidance for supervisors and staff.
- 6.2.2.3 Develop an accepting culture that encourages creativity and innovation.
- 6.2.2.4 Reduce correspondence times to make speedier decisions.

6.2.3 Establish positions to meet changes in operational needs (e.g. concierge, volunteer coordinator, etc.)

- 6.2.3.1 Match staffing to needs: look at developing/justifying staffing levels on a regular basis, at established intervals (every 5 years +/-, and create a system to anticipate coming needs.
- 6.2.3.2 Identify strategies to retain quality seasonal employees.
- 6.2.3.3 Work with HR (Human Resources) to develop new job assignments, classifications, and new job descriptions.
- 6.2.3.4 Work with HR to develop opportunities in other divisions and departments.

6.3 Expand training of staff and promote professional improvement:

6.3.1 Create continuous improvement training opportunities for each job classification to meet changes in operational needs:

- 6.3.1.1 Develop and maintain a training database
- 6.3.1.2 Develop and train staff in non-traditional areas, such as: marketing, promotions, advertising, customer service and technology.
- 6.3.1.3 Participate in the DNR Career Management Academy.

6.3.2 Strengthen staff written and verbal communication skills:

- 6.3.2.1 Identify, develop, and provide training for improving staff communication skills.
- 6.3.2.2 Provide training to improve resume writing and interviewing skills.
- 6.3.2.3 Provide training for effective public speaking.

6.3.3 Develop and implement a career plan for individual staff with the goal of improving employee performance and preparing employees for advancement:

- 6.3.3.1 Provide and support basic training of all staff in all unit operations.
- 6.3.3.2 Evaluate and identify employee training needs (strengths and weaknesses) using current assessment tools.
- 6.3.3.3 Develop and support training to address specialized needs (e.g. CDL 'Commercial Drivers License,' etc.).
- 6.3.3.4 Support training of staff about other DNR programs.
- 6.3.3.5 Provide an annual Professional Development Training session for all Division career staff.

6.3.4 Educate staff on the history, geology, and knowledge of animals, plants, and other resources located in the facility they work and the surrounding area:

- 6.3.4.1 Develop employee awareness in resources inventory features of the local unit and area.
- 6.3.4.2 Provide training in cultural and natural resource stewardship, environmental issues, Green initiatives, historical preservation and other related subjects.
- 6.3.4.3 Promote staff attendance at public functions for the purpose of presenting what resources the park has to offer.

6.3.5 Enhance opportunities for employees to explore and/or work at facilities outside of their normal work location:

- 6.3.5.1 Provide employee(s) with opportunities to work at other park and boating facilities.
- 6.3.5.2 Cross-train within PRD, and/or other divisions, and/or other departments or organizations (e.g. job share, job shadow, job swap, temporary assignments, etc...)

6.4 Improve information technology (IT) equipment and connectivity of all operational offices:

6.4.1 Network all PRD facilities and improve connectivity:

- 6.4.1.1 Upgrade all dial-up connections by 2010.
- 6.4.1.2 Annually review to explore emerging technologies and coverage areas as they become available.
- 6.4.1.3 Work with DIT to explore the best options for networking at the local facility excludes dial up (e.g. cable, satellite, DSL).

6.4.2 Keep all computer hardware and software current by implementing a regular replacement schedule:

- 6.4.2.1 Purchase the correct equipment to operate the business, including the replacement of CRS computers (Spherix contract issue).
- 6.4.2.2 Establish an annual replacement schedule for equipment based upon industry standards.
- 6.4.2.3 Allow for color printing at all parks to be used for approved applicable purposes such as promotional materials, maps, etc.

6.4.3 Provide computer access for all classified career employees (e.g. seasonal park rangers):

- 6.4.3.1 Enable all classified employees access to work computers by 2009.

6.4.4 Promote the use of Personal Digital Assistants (PDA's), Tablet PC's, or other devices to increase efficiency:

- 6.4.4.1 Work with DIT to support this action.
- 6.4.4.2 Assign PDA's to all officers to track law database, hours, work reports, tickets, and other functions by the year 2010.
- 6.4.4.3 Assign all unit supervisors PDA's or similar hardware for syncing with GroupWise, Wi-Fi internet access, as well as built in digital camera and GPS (Global Positioning System) functionality.

6.5 Enhance data management and capabilities:

6.5.1 Establish internal data management staff to enhance capabilities staffing:

- 6.5.1.1 Provide dedicated staff resources with IT liaison abilities in order to manage PRD projects, applications, software updates, etc.
- 6.5.1.2 Develop materials in conjunction with the Training Committee annually to support awareness on the value of data management and use data tools in discussions and decision making as part of general business practices.
- 6.5.1.3 Provide a comprehensive, consistent electronic filing system (merged) and develop training for supervisors that instructs how to organize files and data sources with the goal of reducing paper files by using shared drives.
- 6.5.1.4 Expand the use of geographic information systems for efficient data management and analysis.
- 6.5.1.5 Coordinate with Training Committee to develop routine training exercises for GroupWise (archiving, file sharing tech., etc) and new software applications.

6.5.2 Enhance the Department of Information Technology (DIT)/PRD/DNR relationship to enable DIT to deliver better, more timely service:

- 6.5.2.1 Rotate on a two year basis, Application Team members for participation with the Division's DNR/DIT Advisory Team liaison during meetings.
- 6.5.2.2 Develop inter-agency programs so that employees can share expertise and develop proficiency in essential applications.

6.6 Enhance customer service:

6.6.1 Strive for consistency in the application of policies and procedures:

- 6.6.1.1 Provide a 1-800 PRD customer service phone line that can assist a caller with an immediate issue.
- 6.6.1.2 Simplify fees and camping rules where feasible.

- 6.6.1.3 Initiate a secret shopper program or other techniques to evaluate policy/procedure application.

6.6.2 Create incentive packages:

- 6.6.2.1 Work with local partners to establish a concierge service in any park that creates “experience packages.”
- 6.6.2.2 Market the on-site and nearby activities occurring and encourage our visitors to take advantage of them.
- 6.6.2.3 Promote state-of-the-art recreational experiences with select parks (e.g. Wi-Fi, GPS park data, etc.).
- 6.6.2.4 Expand weekday/weekend rates (discounts)
- 6.6.2.5 Develop a “Frequent User Rewards” program for campers and day users.
- 6.6.2.6 Develop small things to thank the public, e.g. ‘Thank You’ notes for shelter rentals, personalized invitations, cards that can be passed out to visitors who we find out are having a “special occasion.”
- 6.6.2.7 Develop alternative transportation options for people to use (e.g. partnership with local transportation services to get people out to the park, request bus stops at park entrances, etc.)

6.6.3 Enhance customer service and hospitality training for employee orientation sessions

- 6.6.3.1 Develop a new statewide hospitality training program.
- 6.6.3.2 Expand hospitality program for new hires and incorporate into law academy.
- 6.6.3.3 Where appropriate, hire staff that have customer service background.
- 6.6.3.4 Replace information loop machines with answering machines and be expected to return all phone messages in a timely manner.
- 6.6.3.5 Develop customer service program template (containing specific training and application) and require each unit to provide to PRD their customized version of the template.

GOAL #7 Strengthen safety and security:

7.1 Provide safe and secure facilities:

7.1.1 Maintain facilities with a safety and security perspective:

- 7.1.1.1 Develop and routinely update safety and security standards for PRD.
- 7.1.1.2 Assess and address current facilities for safety and security needs. Provide and maintain proper safety equipment, signage, and other needed measures at all facilities.

7.1.2 Design facilities with a “safety” and security perspective.

- 7.1.2.1 Consult with staff regarding safety and enforcement issues in the design of facilities.

7.2 Develop risk management plans for all PRD facilities (includes Wildfire Plans, Emergency Evacuation Plans, etc.):

7.2.1 Annually review and update unit risk management plans:

- 7.2.1.1 Develop comprehensive list of all plans and identify plans required for each facility.
- 7.2.1.2 Develop a universal template that can be changed to meet the needs of each unit yet is standard in its application. Plans must identify specific uniqueness of individual units.
- 7.2.1.3 Conduct user and employee risk audits and correct deficiencies.
- 7.2.1.4 Seek legal clarification on authority and liability.
- 7.2.1.5 Require plans to be NIMS (National Incident Management System) compliant.

7.2.2 Build strong relationships with other agencies to plan for, manage and recover from emergency events:

- 7.2.2.1 Coordinate emergency plans with affected agencies.
- 7.2.2.2 Conduct and participate in emergency exercises with other agencies.
- 7.2.2.3 Coordinate recovery efforts and evaluate success.

7.2.3 Proactively provide for education and outreach regarding safety and security at facilities:

- 7.2.3.1 Implement risk identification and abatement training for employees.
- 7.2.3.2 Properly post and abate hazards.
- 7.2.3.3 Effectively communicate emergency procedures to visitors.

7.3 Have trained and authorized enforcement personnel patrol all PRD sites:

7.3.1 Establish and promote a core philosophy regarding the authority, and expectations for safety and security:

- 7.3.1.1 Define and evaluate current authority and identify strengths and weaknesses.
- 7.3.1.2 Based on Task 8.1.2.1, identify and recommend options to address weaknesses.
- 7.3.1.3 Regularly assess and adjust training/certification requirements.
- 7.3.1.4 Establish appropriate enforcement authority at boating sites.

7.3.2 Where applicable, partner with DNR law, county, state, federal or tribal enforcement agencies to assist in providing routine officer presence:

- 7.3.2.1 Annually meet with law enforcement and related partners to review policies and procedures.
- 7.3.2.2 Develop Memorandums of Understanding (MOU's) with other law enforcement agencies for increased patrols of PRD sites.
- 7.3.2.3 Work with Law Enforcement Division for strengthened Conservation Officer presence at PRD sites.
- 7.3.2.4 Where appropriate, implement staff training to address homeland security and immigration.

7.3.3 Review officer complements every three years and adjust as needed:

- 7.3.3.1 Law Enforcement Committee (LEC) reviews individual requests for change in officer compliment.
- 7.3.3.2 Annually review all law data.
- 7.3.3.3 Fill officer vacancies.
- 7.3.3.4 Allocate additional seasonal hours.
- 7.3.3.5 Create new positions as needed.

7.4 Manage user conflicts:

7.4.1 Reduce user conflict through facility design:

- 7.4.1.1 Catalogue user complaints regarding facility layouts and design on a site by site basis.
- 7.4.1.2 Conduct on-site park user evaluations of park facility conditions, maintenance and designs.
- 7.4.1.3 Identify deviations from universal access standards at each unit.
- 7.4.1.4 Incorporate user and site management staff feedback into facility designs and layouts.

7.4.2 Reduce user conflict through operational procedures:

- 7.4.2.1 Train staff on customer service and conflict resolution.
- 7.4.2.2 Train and staff each unit at the established officer complement levels.
- 7.4.2.3 Create a database tracking user conflicts to determine trends and facilitate resolutions.
- 7.4.2.4 Facilitate the development of site management strategies that reduce park user conflicts and complaints due to dog issues in parks.
- 7.4.2.5 Establish park-specific Land Use Orders of the Director that regulate snowmobile travel within designated park and recreation areas where appropriate.
- 7.4.2.6 Coordinate with local marine safety enforcement officials, marine safety effort enforcement at designated swim beaches experiencing frequent motorboat intrusions.
- 7.4.2.7 Develop strong cooperative relationships with outside emergency response agencies so that timely response to operational issues is received at each unit.

7.4.3 Increase user awareness of rules and regulations:

- 7.4.3.1 Train (staff) in the importance of proactive patrol/officer presence to stop minor problems before they become major problems.
- 7.4.3.2 Staff to hold informational meetings at local level.
- 7.4.3.3 Train and equip Campground Hosts with information and techniques to address site specific user conflict issues.
- 7.4.3.4 Work with Office of Communications to improve informational outlets and the public messages (e.g. signage, kiosks, e-formats, informational pamphlets, etc.)

7.5 Complete and maintain a Harbors-of-Refuge system:

7.5.1 Identify appropriate Harbor-of-Refuge system:

- 7.5.1.1 Define what the Michigan Harbor-of-Refuge system is.
- 7.5.1.2 Develop criteria to support the defined system.
- 7.5.1.3 Identify needed facility development (e.g. Cross Village area, etc.)

GOAL #8 Make the development of Partnerships a priority:

8.1 Continue to use the Citizen's Committee for Michigan State Parks (CCMSP), the Michigan State Waterways Commission (MSWC), the Natural Resources Commission (NRC), the Statewide Council (SWC), the Ecoregion Teams and partners to advise in PRD planning, policy development and issue resolution:

8.1.1 Proactively utilize advisory groups to inform and reach out to the public about PRD plans, programs and projects:

- 8.1.1.1 Develop a deliberate process to introduce PRD plans, programs, and projects to the public and solicit/incorporate feedback.
- 8.1.1.2 Invigorate outreach to better engage public with advisory groups.

8.1.2 Proactively engage with all agency-related advisory groups/partners:

- 8.1.2.1 Routinely report information regarding the status of Waterways and State Parks programs (e.g. projects, programs, operations, issues administration, trends, etc.)
- 8.1.2.2 Examine PRD's role and appropriate representation on EcoTeam.
- 8.1.2.3 Incorporate PRD issues on EcoTeam agendas.

8.1.3 Expand the opportunities for the public to interact with the CCMSP and the MSWC:

- 8.1.3.1 Provide a more direct mechanism for the public to comment/be involved.
- 8.1.3.2 Establish a variety of public outreach meeting times and locations throughout the year for the MSWC and CCMSP that are convenient to the general public.
- 8.1.3.3 Identify and develop alternatives to improve the visibility of PRD advisory groups (e.g. their purpose, what they do, when they meet, etc.).

8.2 Expand and more effectively coordinate friends groups:

8.2.1 Develop guidelines for creating and working with friends groups:

- 8.2.1.1 Establish policy and procedures for developing friends groups.
- 8.2.1.2 Identify supporters, and develop appropriate mechanisms to receive their input and involvement in state park, recreation area and boating service needs.
- 8.2.1.3 Train staff to develop and nurture friends groups.

- 8.2.1.4 Encourage staff to develop and nurture friend's activities within their respective area.
- 8.2.1.5 Identify, seek and publicly recognize friends whose contributions benefit PRD's mission.
- 8.2.1.6 Explore creation of a central 'Friends Group' umbrella committee to guide and nurture friends groups (e.g. Ohio State Parks)

8.3 Expand volunteerism and partnerships outside of friends groups:

8.3.1 Make volunteering easier and more desirable to outside interests:

- 8.3.1.1 Establish criteria for volunteers and partners.
- 8.3.1.2 Provide training and an informational packet for facility managers/supervisors to encourage volunteer partnerships.
- 8.3.1.3 Develop intranet volunteer section for staff training.
- 8.3.1.4 Provide funding within PRD budget to fund volunteer programs. (e.g. training, recognition, identification, and supplies programs.)
- 8.3.1.5 Evaluate and clarify the process for getting volunteer project approvals.
- 8.3.1.6 Identify potential groups for partnering statewide.
- 8.3.1.7 Share ideas with unit supervisors and managers and encourage and assist them to identify local potential partners and volunteers.
- 8.3.1.8 Develop a marketing program that provides assistance to groups/individuals who are interested in volunteering.
- 8.3.1.9 Develop a method for recognizing the contributions of volunteering organizations/individuals.
- 8.3.1.10 Coordinate with state employee unions to enhance volunteerism and ensure compliance with respective collective bargaining agreement.

8.3.2 Work with volunteer groups and partners on habitat projects, trail projects, maintenance, special events, etc:

- 8.3.2.1 Define volunteer and partnership project criteria.
- 8.3.2.2 Develop, on both Unit and Division levels, priority lists of projects to be completed using volunteers.
- 8.3.2.3 Encourage involvement of stakeholder groups. (e.g. environmental, wildlife, single sport groups, etc.)
- 8.3.2.4 Get involved with groups (e.g. schools, service organizations, chambers of commerce, etc.) to nurture and develop potential long-term volunteer and partner relationship (to the limit allowed by policies restricting active involvement in external organizations).
- 8.3.2.5 Partner with other governmental agencies. (e.g. municipal and county parks and recreation departments, state forests, wildlife and fisheries divisions, federal forests, parks and lakeshores, Native American tribes, etc.)
- 8.3.2.6 Partner with job training programs. (e.g. Michigan Civilian Conservation Corps (MCCC), Youth

Employment Training Program (YETP), Michigan Works, etc.)

8.3.2.7 Develop centralized process to track volunteer efforts.

8.3.2.8 Explore expansion of partnerships to increase park use (e.g. implement summer camp programs to introduce youth to the out-of-doors, work with senior programs, partner with 'Outward Bound,' etc.)

8.3.2.9 Review other organization's systems and policies for developing and promoting partnerships.

8.3.3 Make donating to PRD facilities easier for outside interests:

8.3.3.1 Develop priority list of needs on local and division levels.

8.3.3.2 Provide clear policy for accepting donations and recognizing donors.

8.3.3.3 Develop guidelines for accounting procedures for donations and properly train local staff on the accounting process for donations.

GOAL #9 Incorporate 'Universal Access' to state parks and boating facilities and programs:

9.1 Be a leader in providing Universal Access (UA) to state parks and boating facilities:

9.1.1 Define what 'Universal Access' (UA) is for state parks and boating facilities:

- 9.1.1.1 Collaborate with user groups and stakeholders who have UA experience and/or expertise to develop a definition of 'Universal Access' for PRD facilities.
- 9.1.1.2 Research how UA impacts PRD facilities.

9.1.2 Identify accessibility improvement priorities:

- 9.1.2.1 Identify and prioritize areas to be improved.
- 9.1.2.2 Routinely communicate with the National Center on Accessibility, U.S. Access Board, and other organizations that specialize in accessibility resources to keep current with national trends, etc.

9.1.3 Continually provide and share new information and innovative opportunities and solutions for accessibility improvements (up and down through PRD and on the internet)

- 9.1.3.1 Develop PRD guidelines that reflect UA in the design and engineering phases.
- 9.1.3.2 Initiate a process to ensure that UA is addressed in all planning and construction phases.
- 9.1.3.3 Provide UA information in the Design Guide and in alternative formats. (e.g. audio-visual, internet, signage, etc.)

9.1.4 Provide routine and updated training of staff in development and maintenance of UA facilities:

- 9.1.4.1 Train staff to meet UA compliance in maintenance, etc.
- 9.1.4.2 Implement annual staff training in UA (e.g. District Meetings, Section Meetings, etc.)

9.1.5 Continue to foster partnerships with individuals, foundations and organizations to fund and/or assist in accessibility improvements:

- 9.1.5.1 Identify potential partners and stakeholders.
- 9.1.5.2 Reach out to partners and stakeholders to develop positive relationships.
- 9.1.5.3 Collaborate with partners and stakeholders to identify and seek funding and other assistance opportunities.

9.1.6 Continue to implement Universal Access in all construction and maintenance (e.g. new, remodeling, upgrades, etc.):

- 9.1.6.1 Incorporate into routine work schedules, inspections for UA compliance.
- 9.1.6.2 Address UA in WIP (Work Item Proposal), ESR (Engineering Service Request), and in design reviews.
- 9.1.6.3 Incorporate UA into all projects.
- 9.1.6.4 Dedicate Capital Outlay funds.
- 9.1.6.5 Every calendar year, strive to provide at least one improvement per park or boating facility to attain Universal Access.

9.2 Be a leader in providing Universal Access (UA) to programming at state parks and boating facilities:

9.2.1 Define what 'Universal Access' (UA) is for state parks and boating programming:

- 9.2.1.1 Collaborate with user groups and stakeholders who have UA experience and/or expertise to develop a definition of 'Universal Access' for PRD programming.
- 9.2.1.2 Research how UA impacts programming.

9.2.2 Train our staff in Universal Accessibility for programming.

- 9.2.2.1 Develop training and materials.
- 9.2.2.2 Implement annual staff review of UA information and updates.
- 9.2.2.3 Incorporate UA information into new staff orientation.

9.2.3 Seek input from citizens with disabilities and other entities/organizations that have Universal Access experience:

- 9.2.3.1 Routinely seek advice and input from the National Accessibility Council and like groups.
- 9.2.3.2 Identify and collaborate with local user groups.
- 9.2.3.3 Look at what other states have done and see what areas could be improved upon.

9.2.4 Provide technology-based access opportunities (e.g. web casts, webcams, DVDs, etc.)

- 9.2.4.1 Research what is being done by other agencies and the private sector.
- 9.2.4.2 Collaborate with the Office of Communications and DIT in developing technology-based access opportunities.
- 9.2.4.3 Seek partnerships and funding to implement programming solutions.

GOAL #10 Provide facilities that support emerging public recreation activities:

10.1 Provide a broader spectrum of overnight opportunities:

10.1.1 Develop a comprehensive “Accommodations Plan” that identifies and satisfies the needs of current users, non-traditional users, underserved users, and un-served users with unique overnight opportunities:

- 10.1.1.1 Develop a comprehensive list of current overnight accommodation opportunities.
- 10.1.1.2 Survey users to create a list of accommodation needs and desires.
- 10.1.1.3 Determine regional gaps and needs before investing in infrastructure.

10.1.2 Analyze comprehensive plan (list):

- 10.1.2.1 Research other types of overnight uses and do cost/benefit analysis to determine feasibility and density recommended.

10.1.3 Prioritize development of overnight accommodations:

- 10.1.3.1 Develop criteria for prioritizing.
- 10.1.3.2 Determine best locations to meet various categories of needs for overnight accommodations (e.g. big recreational vehicles vs. tent campers, deep-draft harbors vs. shallow-draft, etc.)

10.2 Provide a broader range of daytime opportunities:

10.2.1 Expand popular programs and events:

- 10.2.1.1 From surveys, comment cards, and staff, identify and list what programs and events are popular.
- 10.2.1.2 In collaboration with stakeholders, assess list and make recommendation for expansion of programs and events.
- 10.2.1.3 Share successful events and popular programs with all PRD.

10.2.2 Provide opportunities to meet emerging trends:

- 10.2.2.1 Routinely interact with other recreation providers, organizations, and sources to identify emerging trends in recreation.
- 10.2.2.2 Identify mission related emerging trends.
- 10.2.2.3 Select and implement location appropriate activities.
- 10.2.2.4 Measure program success.

10.3 Improve the reservation system:

10.3.1 Enhance the reservation system to increase user confidence and satisfaction for both internal and external customers:

- 10.3.1.1 Implement a comprehensive point-of-sale/camping registration system to allow local flexibility for rate discounts, retail sales items, and related accounting/remittance reports.
- 10.3.1.2 Implement a shopping cart feature on the public website.
- 10.3.1.3 Rework the website and make it user friendly with verification of reservation dates and fees prior to finalizing the reservation process.
- 10.3.1.4 Continually survey the field and customers to solicit ideas for improvement of the current reservation system (e.g. via report cards, field staff questionnaires, etc).
- 10.3.1.5 Have a direct link from the CRS website to the DNR Right-Now-Website (RNW) for frequently asked questions.
- 10.3.1.6 Add pictures of campsites, cabins and yurts to the interactive map on CRS.

10.3.2 Review and if necessary, rewrite the PRD camping policy (8.1) and overnight lodging policy (8.4) to be able to manage campsites and various lodging opportunities more effectively and consistently through CRS:

- 10.3.2.1 Establish consistency between DNR PRD policies 8.1 and 8.4.
- 10.3.2.2 Edit policy 8.1 to address how the field is required to handle group camp areas within the central reservation system.

10.3.3 Enhance the reservation system to accommodate various camping, lodging, and/or docking opportunities:

- 10.3.3.1 Improve the cabin reservation process by including a more user friendly approach to obtaining cabin keys/combinations (be consistent statewide).
- 10.3.3.2 Make all modern lodging available through CRS.

10.4 Link camping, boating, and trails:

10.4.1 Create connections to water trails:

- 10.4.1.1 Define and develop a PRD water trail system.
- 10.4.1.2 Identify local water trails.
- 10.4.1.3 With stakeholder input, identify and prioritize links of PRD water trails to other water trails.
- 10.4.1.4 Develop water trail maps.

10.4.2 To meet the needs of campers with boating and fishing interests, explore opportunities for providing camping along linear parks, water trails, and at state boating facilities:

- 10.4.2.1 Identify and prioritize trail (land and water) and boating locations suitable for development of camping sites.
- 10.4.2.2 Develop adventure vacations (system) of sites to link to other public recreation lands.
- 10.4.2.2 Develop Infrastructure needs assessment to meet needs of adventure vacations.

10.5 Enhance transient boating opportunities:

10.5.1 Work with local stakeholders and the public to identify potential new boating access sites and harbors:

- 10.5.1.1 Conduct annual local public workshop meetings to identify potential BAS and harbor locations.
- 10.5.1.2 Establish interactive methods for the public to use to facilitate notification to the DNR of BAS and harbor opportunities. (e.g. DNR website, blog, etc.)
- 10.5.1.3 Explore innovative amenities at boating facilities to attract boaters.

10.5.2 Investigate opportunities to provide long term parking opportunities:

- 10.5.2.1 Establish criteria for long-term parking.
- 10.5.2.2 Conduct assessment of all PRD facilities to identify where opportunities for long-term parking exist and where additional long-term parking can be provided.
- 10.5.2.3 Prioritize implementation opportunities.
- 10.5.2.4 Expand long-term storage opportunities.
- 10.5.2.5 Provide day-use mooring locations within State Parks for non-campers.

GOAL #11 In collaboration with the Office of Communication and stakeholders, promote PRD facilities and programs:

11.1 Develop and implement a marketing plan:

11.1.1 Provide dedicated staff and budget to develop & implement plan:

- 11.1.1.1 Add marketing position(s) within PRD.
- 11.1.1.2 Establish a marketing budget for the division Marketing.
- 11.1.1.3 Define the key messages that PRD wishes to convey.
- 11.1.1.4 Implement using methods and tools to measure success.
- 11.1.1.5 Identify and develop marketing partnerships.
- 11.1.1.6 Identify the expected outcomes of a marketing plan.
- 11.1.1.7 Make it a performance objective for new marketing employees to work with PRD field staff to promote existing friends groups for membership growth and create new groups in locations that have no groups.
- 11.1.1.8 Use special incentives to help park staff do a better job of marketing their park.
- 11.1.1.9 Market unit improvements through promotions to the public.
- 11.1.1.10 Reach out to other public or recreational agencies where collaborative marketing can be beneficial to PRD and the others.

11.1.2 Identify and engage the target audiences:

- 11.1.2.1 Define who our target audiences are.
- 11.1.2.2 Develop and routinely update a list of target audiences.
- 11.1.2.3 Promote concept of having campers or other visitors go to as many different state parks as possible.
- 11.1.2.4 Develop cooperative marketing plan with other resource based agencies. (e.g. National Forest Service, National Park Service, FMFMD, etc.).
- 11.1.2.5 Partner with outdoor recreation retailers (e.g. Cabela's, Gander Mountain, REI, etc.).
- 11.1.2.6 Visit Focus Groups (schools) and ask the students what they would like to see in our parks.
- 11.1.2.7 Develop marketing plan to focus on hospitality aspect of safety/security.
- 11.1.2.8 Develop an affiliate marketing strategy.
- 11.1.2.9 Create 'Frequent User' packages.
- 11.1.2.10 Partner with AAA.
- 11.1.2.11 Advertise for other locations at nearby locations.
- 11.1.2.12 Encourage diversity by targeting non-traditional users.
- 11.1.2.13 Open campground stores to sell t-shirts & sweatshirts with park logo on them.
- 11.1.2.14 Partner with major corporations, Ford, GM, Dow, etc. to offer company-wide park sticker incentives for jobs well done. Work with gift basket companies & offer annual passes as part of the package.

11.1.3 Expand Marketing Partnership Opportunities

- 11.1.3.1 Coordinate with 'Travel Michigan.'
- 11.1.3.2 Create a GO-Get-Outdoors webpage or link listing upcoming events and having pictures of past events for each facility.
- 11.1.3.3 Market BAS, harbor/marina opportunities, and MiRBIS.
- 11.1.3.4 Establish PRD brand identity.
- 11.1.3.5 Send the correct message to those you want to reach.
- 11.1.3.6 Identify our market(s) and the associations that service that sector.
- 11.1.3.7 Implement a program focusing on children that is marketed in schools. (e.g.,GO-Get-Kids-Outdoors)
- 11.1.3.8 Increase marketing/publicity of interpretive programs. (e.g. 'Explorer program')

11.2 Improve presence of PRD on web site and other media:

11.2.1 Implement new and innovative electronic media options to promote PRD:

- 11.2.1.1 Provide a direct tab/link to the PRD website from the DNR website and create a direct link (tabs) from the PRD website to "State Parks and Recreation Areas," "Harbors," "Boating Access Sites," and "Locks and Dams."
- 11.2.1.2 Enhance the PRD website to include more user interfaces such as blogs, webcast, webcams, podcast, MP3 downloads, weather, and online mapping/driving directions.
- 11.2.1.3 Improve PRD placement within search results of search engines such as Google, Yahoo, and MSN.
- 11.2.1.4 Provide information about special events and activities on each individual parks/harbors/marinas page in addition to a central location for each of these.
- 11.2.1.5 Rework existing PRD website making it less cluttered, easier to navigate, and full of photographs of all facilities and recreational opportunities.
- 11.2.1.6 Make PRD brochure/welcome kit an online interactive brochure that can be printed in its entirety or by section.
- 11.2.1.7 Advertise PRD facility assets on the internet to emphasize natural features and recreational opportunities.
- 11.2.1.8 Establish weblinks with friends groups, others.
- 11.2.1.9 Use internal/external resources to promote PRD facilities. (e.g. You Tube videos, Face Book, MySpace pages, and/or Wikipedia pages)
- 11.2.1.10 Provide a format to allow PRD units to upload webpage changes and suggestions to webmaster.

11.2.2 Implement new and innovative conventional media options to promote PRD:

- 11.2.2.1 Redesign the PRD brochure/welcome kit to be more eye-catching with actual facility photos.

- 11.2.2.2 Promote PRD through TV, radio, cable, newspapers, newsletters, magazines, billboards, signage, etc.

11.2.3 Seek additional staff to assist with promoting PRD through various media:

- 11.2.3.1 Hire staff with experience in technological and conventional media and marketing.
- 11.2.3.2 Have promotional staff work with TV, radio, and cable stations to promote PRD through public service announcements, etc.
- 11.2.3.3 Multi-media campaign showing diverse user groups enjoying our great lakes and facilities.

GOAL #12 In all strategic goals, target and focus efforts to engage people in the out-of-doors:

12.1 Strengthen and expand 'GO-Get-Outdoors' ('GO'):

12.1.1 Identify features, recreational opportunities, and recreational resources of our under-utilized units and develop a 'GO' campaign around them:

- 12.1.1.1 Ensure that each unit has an updated management plan and utilizes the management plan to identify marketable features.
- 12.1.1.2 Invite non-profit organizations and others to hold events at our facilities. (e.g. fund raisers, etc.)
- 12.1.1.3 Develop a database of successful events, partnerships, and programs that could be replicated at other units.
- 12.1.1.4 Develop and Incorporate eco-tours.
- 12.1.1.5 Develop a "Bio-life Passport" for school science classes to give to students to visit state parks to look for certain flora, insects, etc.

12.1.2 Enhance and nurture partnerships with outside groups, agencies, schools, non-profits, chambers of commerce, etc:

- 12.1.2.1 Identify potential partners for GO-Get-Outdoors events.
- 12.1.2.2 Develop activities and events through GO-Get-Outdoors.
- 12.1.2.3 Seek user recommendations for potential GO enhancements.

12.1.3 Encourage and support new activities, programs, and a wider variety of events by continuing to utilize internal programs such as Chief's Challenge:

- 12.1.3.1 Encourage use of PRD facilities over and above present recreational and event activities that will interest new users.
- 12.1.3.2 Work with Office of Communications to expand explorer guide, interpretive, and visitor center programs as part of the GO-Get-Outdoors initiative.
- 12.1.3.3 Expand healthy lifestyle events. (e.g. (physical) a canoe race or (mental) a guided trail to learn about the environment)
- 12.1.3.4 Expand geocaching and letter boxing to other units.

12.2 Strengthen and expand health-based and quality of life opportunities and reasons for being in the out-of-doors:

12.2.1 Partner with health organizations to establish 'healthy life' awareness and events in parks and boating facilities:

- 12.2.1.1 Identify potential health-based partners.
- 12.2.1.2 Partner with energy food manufacturers (e.g. Kellogg's, etc.) to develop playgrounds and energy parks

- (challenge spots with rope climb, tunnel crawl, wall climb, hoop shoot, tire walk, etc) in selected facilities.
- 12.2.1.2 Secure health organization funding (BCBS, Aflac, American Heart Association or similar groups) for interpretive / educational programs in exchange for advertising their organizations involvement. (e.g. such as creating a “Passport to Health” guide that would guide folks through a course linking facilities together in activities to better health by hiking / biking / canoeing & kayaking.)
 - 12.2.1.3 Using a national organization’s support (such as Johnson and Johnson, etc.), develop non-motorized trips with maps. (e.g. such as a “Give Your Motor a Break” program for kayaking, hiking, picnicking, swimming, etc.)
 - 12.2.1.4 Invite Special Olympics to hold events in PRD facilities.
 - 12.2.1.5 Link camping, boating and trails through a developed fitness program with touring maps. (e.g. “Destination Relaxation” guide)
 - 12.2.1.6 Partner with major coffee producers or distributors and AAA for a “Michigan State Parks Perks Program” for frequent users, with discount coupons for gasoline, coffee & outdoor gear.
 - 12.2.1.7 Partner with local hospitals during high attendance periods by providing annual blood drive, and flu shot clinic in parks and marina areas.
 - 12.2.1.8 Raise an awareness of health needs through programs such as “Heart Smart Campers Club.”
 - 12.2.1.9 Partner with Red Cross to provide first aid/CPR training for the public.
 - 12.2.1.10 Sponsor healthy outdoor cooking alternatives cookoffs. (e.g. Weight Watchers.)
 - 12.2.1.11 Develop healthy choice education program.
 - 12.2.1.12 Offer community gardens at parks.
 - 12.2.1.13 Bring demonstrations/classes to the parks, partner with gyms and stores.
 - 12.2.1.14 Promote healthy, active lifestyles. (e.g. ‘Hearts N’ Parks’ program of the National Recreation and Parks Association and the National Heart, Lung, and Blood Institute. NRPA-NHLBI info available: www.nhibi.nih.gov/health/prof/heart/obesity/hrt_n_pk/ and www.hhs.gov/news/press/2002pres/physactive.html)
 - 12.2.1.15 Develop a “Recreation Has No Boundaries” program modeled after “Fishing Has No Boundaries” program.

12.2.2 Embrace the concept of “No child left inside” with efforts to get families and youth outdoors:

- 12.2.2.1 Join the “No Child Left Inside Coalition”
- 12.2.2.2 Research and identify effective methods, programs, and techniques to get families and youth outdoors. (e.g. ‘Letterboxing,’ etc.)
- 12.2.2.3 Provide opportunities to introduce visitors to and teach Letterboxing and other effective outdoor activities.
- 12.2.2.4 Plant Letterboxes in all units and promote on Letterboxing.org, Travel Michigan, Education & Outreach, and in schools.

- 12.2.2.5 Develop a “Youth Passport” program geared toward state park natural features (free with all annual MVP purchases).
- 12.2.2.6 Host “Family Fun Days” with focus on quality of life, outdoors, and education.
- 12.2.2.7 Provide ‘extreme’ outdoor challenge programs.
- 12.2.2.8 Develop fitness trails.
- 12.2.2.9 Develop and promote Youth Interpretive and/or Youth Naturalist programs where youth can ‘shadow’ an interpreter or naturalist for a day (or more).
- 12.2.2.10 Initiate a “FAMILY PASS” for all Michigan State Park and Recreation Areas and Boating facilities that includes: Annual MVP Fees, BAS fees, Youth Passport, Parks Passport and Park Perks Program, and “Destination Relaxation” guide.
- 12.2.2.11 Explore alternative programming with partners. (e.g. work with Subaru/Leave No Trace Traveling Trainer Team East to conduct ‘Awareness Workshops’ in conjunction with a year long “Hike Challenge” youth event whereby youths hike trails and receive a brick/tree to be showcased in their hometown or other location...for further info:
www.lnt.org/programs/travelingtrainers.php)

12.2.3 Encourage young children to get outdoors through school programs

- 12.2.3.1 Work with Michigan Geocaching Organization (MiGO) to establish several “Earth Caches” in all PRD units and promote it through schools, local municipal recreation programs, and Travel Michigan.
- 12.2.3.2 Develop interpretive programs specifically for school groups.
- 12.2.3.3 Establish programs through schools for free day passes. (e.g. a program like Book-it, Pizza Hut and reading).

12.2.4 Innovate strategies and programs to connect people with parks and health:

- 12.2.4.1 Target specific user groups (e.g. wheelchair and Segway users) for events on park trails for persons with disabilities
- 12.2.4.2 Explore and initiate health education programs. (e.g. Healthy Parks, Healthy People.)
- 12.2.4.3 Promote the health benefits of being outdoors as based on medical and sociological research. (e.g. improving function of children with Attention-Deficit/Hyperactivity Disorder (ADHD) by providing the needed ‘green’ place.)

12.2.5 Partner with information sources to promote outdoor recreation:

- 12.2.5.1 Promote PRD through traditional sources. (e.g. the MUCC, Michigan Out of Doors, “Outdoor Recreation Report” in magazine and on T.V.)
- 12.2.5.2 Promote PRD through non-traditional sources. (e.g. ‘Nintendo Power Magazine,’ IPods, blogs, etc.)

12.3 Develop a strategy that utilizes virtual technology to recruit new customers and offer information to the public in a variety of formats:

12.3.1 Develop live feed web-camera platforms and other visual displays for opportunities on PRD properties to augment and promote natural resource and recreational activities.

- 12.3.1.1 Define and identify key areas within PRD to utilize real time web-cameras.
- 12.3.1.2 Purchase and implement web-cameras.
- 12.3.1.3 Develop 360° image displays of campgrounds, cabins, slips, access sites and other points of interest for public representation of sites to improve user interest and understanding.
- 12.3.1.4 Store pod-casts on the internet and stream video of past events and current opportunities associated with PRD sites.

12.3.2 Enhance reservation system, comment card data retrieval mechanisms, and other tools to market opportunities for under-represented populations and communities:

- 12.3.2.1 Coordinate with reservation system provider to develop and implement tools to gather data to focus on areas of lower participation rates for use in encouraging new opportunities.
- 12.3.2.2 Utilize and enhance exposure of existing e-comment card system to assist in documenting user trends and comments associated with customers and recreational use on a quarterly review system.
- 12.3.2.3 Offer on-line polling, “did you know” fact pop-ups and additional interactive media opportunities to engage and gather information from the general public.

Approval Path

Recommendation to approve by:

- PRD Section Chiefs
- PRD Management Team
- DNR Statewide Council (includes DNR Ecoregion Teams)
- CCMSP
- MSWC
- NRC Parks and Recreation Committee
- NRC

Approval by:

- PRD Division Chief
- DNR Resource Deputy
- DNR Director

Annual Work Plan

(Implementation of the Strategic Plan)

The first step of the PRD Strategic Plan outlines specific Goals, Objectives, Actions and Tasks that serve to keep PRD focused on efficiently and effectively fulfilling our mission. When other interests may compete for our attention, this plan will keep us focused on what our core responsibilities are. It maps out a wide range of potential areas of attention and action.

Upon approval of the Strategic Plan, the second step is to narrow our focus on the Strategic Plan to Actions/Tasks that we can accomplish annually. This “Annual Work Plan” will be prepared each fiscal year and will define tangible deliverables tied to a schedule, with allotment of resources, and thoughtful consideration of how the proposed actions will be accomplished. A key component of this is that approval of proposed projects or initiatives will be based on being supported by the Strategic Plan. There should be a clear link between the proposed action and the Strategic Plan GOAT.

Plan Use:

The “Annual Work Plan” defines specific actions that we will address in the coming year. For each proposed action, the following considerations will be addressed:

1. Identify the GOAT (Goal, Objective, Action, and Task) addressed by the proposed action.
2. Specify who is responsible for the action (position and/or person)
3. Describe the resources needed to accomplish the action (e.g. funding, human, etc.)
4. Describe how the action will be accomplished.
5. Define a target date of completion.

Following the Annual Work Plan will help to ‘institutionalize’ the concept of thinking and acting “strategically.” As Annual Work Plans are created, it is highly likely that Actions and Tasks not currently identified in the Strategic Plan will come to light. On an on-going basis, these will be assessed for compliance with Goals and Objectives, and as appropriate, added to the “Strategic Plan.” Conversely, this same mechanism will serve to assist in identifying Actions and Tasks currently in the plan that may need to be modified and/or removed.

Development of Annual Work Plans will occur at all levels of PRD and by all programs, from individual units to division-wide. They are the key mechanism for implementation of the Strategic Plan and will be used as a basis for the ‘Annual Report’ that is developed as part of our monitoring efforts.

Plan Use, Monitoring, and Update

The PRD Strategic Plan is dynamic, one that involves deliberate monitoring and continuous improvement over time. The Strategic Plan will be actively used to guide the management direction and planning processes of the Division.

Plan Use:

This plan will guide our recommendations and decisions. Approval of proposed projects or initiatives will be based on being supported by the Strategic Plan. There should be a clear link between the proposed action and the plan GOAT (Goals, Objectives, Actions, and Tasks).

At the beginning of each fiscal year, the Strategic Plan will be used to develop an “Annual Work Plan” to identify Objectives, Actions, and Tasks to complete in the coming year guided in part by the “Initiatives and Issues” identified herein.

Plan Monitoring:

On a fiscal year basis, the Strategic Plan will be assessed for:

1. The prior year just completed, assess performance in completing the last year’s actions.
2. Identifying Objectives, Actions and specific Tasks to complete in the coming year.
3. Identifying any new Goals, Objectives, Actions or Tasks to incorporate into the plan or existing ones to remove or modify.

Use the above as a basis for an ‘Annual Report’ to be prepared for the Department, NRC, CCMSP and MSWC, and put on the web for public information.

Plan Update:

The monitoring schedule defines routine update opportunities annually. In addition, the “Initiatives and Issues” will be assessed annually and the PRD Strategic Plan will be completely re-evaluated and affirmed (approved) every five years.



Appendix

Strategic Plan Process:

Oct. 2006	Develop planning process
Nov. 2006	CCMSP and MSWC workshops to assess existing goals of V2020 and MSWC Strategic Plan
Jan.-April 2007	(5) Workshops (internal) with DNR staff to assess existing goals of V2020 and MSWC Strategic Plan
Mar.-April 2007	(5) Workshops (public) across state to assess Strength, Challenges, and Opportunities of Boating and Parks
May-Nov. 2007	12,000+ questionnaires distributed at State Parks, Boating facilities, and 1,600+ mailed to Harbor users (2007). Additionally, general comment cards were made available at all state parks, harbors and attended boating access sites.
Oct.-Jan. 2007	(132) telephone interviews of PRD Stakeholders representing: <ul style="list-style-type: none">- Legislative Committees- Natural Resource Commission- Citizen's Committee for Michigan State Parks- Michigan State Waterways Commission- Michigan Natural Resources Trust Fund- DNR/PRD staff- Grant-in-Aid communities (22)- Stakeholder groups or organizations (36)
Jan.-Feb. 2008	Develop Goals, Objectives and Actions
Feb.-April 2008	Solicit public input at outdoor shows and public meetings of the CCMSP and MSWC
March 2008	PRD Management Team Workshop to synthesize Objectives, Actions and identify Tasks
May 2008	PRD Management Team approval of Goals, Objectives and Actions
July-Oct. 2008	PRD "Task" Teams charged to establish final list of "Tasks" for the Strategic Plan
Nov.-Dec. 2008	Final draft document, initiate reviews.
Jan.-Feb. 2009	Final document, plan approval.

Survey instruments:

Survey of Visitors: (Boating and Parks)

 Great Lakes, Great Times, Great Outdoors www.michigan.gov/dnr	 Great Lakes, Great Times, Great Outdoors www.michigan.gov/dnr
Dear Public Boating Access Site/Harbor Visitor:	Dear State Park Visitor:
<p>The DNR is currently updating strategic plans for Michigan boating programs. Please let your views be known by answering the following 3 questions and mailing back your response on this postage paid card. Thanks!!</p>	<p>The DNR is currently updating strategic plans for Michigan state parks. Please let your views be known by answering the following 3 questions and mailing back your response on this postage paid card. Thanks!!</p>
<p>1. What is the one thing about Michigan boating programs/facilities you most enjoy?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>1. What is the one thing about Michigan state parks you most enjoy?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>2. What is the one change in Michigan boating access sites/harbors you most want to see?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>2. What is the one change in Michigan state parks you most want to see?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>3. Any other input about Michigan boating programs/facilities.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>3. Any other input about Michigan state parks.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p>Please provide us your contact information if you wish to be notified of future public meetings and other events in the planning process. If you wish to remain anonymous, please leave this part blank. Thanks.</p>	<p>Please provide us your contact information if you wish to be notified of future public meetings and other events in the planning process. If you wish to remain anonymous, please leave this part blank. Thanks.</p>
<p>Name _____</p> <p>Email _____ or _____</p> <p>Address _____</p> <p>City, St, Zip _____</p>	<p>Name _____</p> <p>Email _____ or _____</p> <p>Address _____</p> <p>City, St, Zip _____</p>
Michigan Department of Natural Resources	Michigan Department of Natural Resources

Comment Cards:

MDNR - Parks and Recreation Division
NEW STRATEGIC PLAN - PUBLIC INPUT
Questionnaire

Turn in or mail to: MICHIGAN DEPARTMENT OF NATURAL RESOURCES
PARKS AND RECREATION DIVISION
PO BOX 30257
LANSING MI 48909

or e-mail to: DNR-recreationfeedback@michigan.gov

Questions/Comments/Suggestions for MDNR-State Parks and Boating programs:

Name and Address (optional)

Name:	Address:		
City:	State:	Zip Code:	
Phone:	E-mail:		

Outdoor Trade Shows and Internet Comments:



WIN 2 FREE NIGHTS.....



**The New Strategic Plan for Department of Natural Resources (DNR) -
Parks and Recreation Division (Parks and Boating) Needs Your Comments.**

Please check the web-site below to learn about DNR planning and to find out the latest status of the new Parks and Recreation Division Strategic Plan. We have the draft "Goals and Objectives" for this plan posted for you to read and offer a response.

WE NEED YOUR COMMENTS

Those who respond with comments about the new goals and objectives will be entered for a chance to win your choice of one of the following: two free nights at

a Michigan State Park or State Harbor, one free annual State Park Motor Vehicle Permit (MVP), or one free Annual Boating Access Site (BAS) permit.

Go to: www.michigan.gov/dnrstrategicplans

(This links you to the Ecosystem-based Management page. From here, click on “Michigan’s State Parks and Boating Management Strategy.”)

If you have any other comments regarding DNR Parks or Boating, you can e-mail them to: DNR-RecreationFeedback@michigan.gov

Thank you, we look forward to your thoughts and comments!

Telephone Interview Instrument:

Interview Questions

**STAKEHOLDER INTERESTS IN THE FUTURE OF MICHIGAN
STATE PARKS AND BOATING**

Date: _____

Interviewer: _____

Contact Person: _____

Phone No: _____

Representing: _____

(Legislature, CCMSP, MSWC, NRC, MNRTF, DNR Resource Programs, Stakeholder Group or Organization)

Questions

What is the importance of the state parks, recreation areas, harbors, and/or boating access sites to your group or organization?

What do your members most value about the state parks and/or boating programs?

What would your members most like to see changed in the state parks and/or boating programs?

How should PRD implement the desired change?

Twenty years from now, when you look out into the future, how would you best describe your membership's 'vision' of Michigan State Parks and/or Michigan Boating?

What actions need to occur to achieve that vision within the next ten years?

The mission of Parks and Recreation Division holds that we will work with partners to...*Acquire, protect, and preserve the natural, historic, and cultural features of Michigan's unique resources, provide public recreation and safe public access to the Great Lakes and inland waters of the State of Michigan, and provide educational and interpretation opportunities.*

What is the importance of this mission to your organization with regard to:

- 1) Working with partners?**
- 2) Acquire, protect, and preserve natural resources?**
- 3) Acquire, protect, and preserve cultural resources?**
- 4) Provide recreation opportunities?**
- 5) Provide safe public access to the Great Lakes?**
- 6) Provide safe public access to inland waters?**
- 7) Provide educational and interpretation opportunities?**

Would you make any changes to this mission? Please explain.

Public Notice for (5) Public Workshops:



Great Lakes, Great Times, Great Outdoors

www.michigan.gov/dnr

Michigan Department of Natural Resources
PO Box 30690 Lansing MI 48909-8190

DNRNEWS

**FOR IMMEDIATE RELEASE
DATE**

**CONTACT: Paul N. Curtis
517-335-4832
Mary Dettloff
517-335-3014**

**Michigan State Parks and Recreation Division Announce Public
Meetings to Develop New Strategic Plan**

Michigan State Park and Recreation officials announced Public Input Workshops to develop a new Strategic Plan for Parks and Recreation Division.

Parks and Recreation Division (PRD) is actively working on development of a new 'Strategic Plan' to establish long-range management guidance for its Parks and Boating programs. These two programs represent the "face" of Parks and Recreation Division to the public, who have access to 97 State Parks and Recreation Areas, 80 State funded harbors, and over 1,300 State funded Boating Access Sites throughout the state.

A key component in the development of a new plan is to interact with the public and stakeholders whom we serve. We are conducting "Public Input Workshops" around the state in the next six weeks to gather the perspective and insights of our program(s) users and stakeholders, and we encourage your participation with us. These workshops (all from 6:00P to 8:00P) will be held as follows:

Date
March 20, 2007

City
Roscommon

Location
**Ralph A. MacMullan
Conference Center**
(off North Higgins Lk. Rd.)
104 Conservation Dr.
Roscommon, MI 48653

March 21, 2007	Jenison	Hager Park, Vander Laan Room - Ottawa Co. Parks 8134 28 th Avenue Jenison, MI
March 22, 2007	Dundee	Cabela's 110 Cabela Blvd. East Dundee, MI 48131
April 9, 2007	St. Ignace	Little Bear East Arena and Event Center 275 Marquette St. St. Ignace, MI 49781
April 10, 2007	Marquette	Holiday Inn 1951 U.S. 41 West Marquette, MI 49855

Following these public sessions, the Citizen's Committee for Michigan State Parks, the Michigan State Waterways Commission, key stakeholders and Department staff will work to develop a new 'Vision, Goals, and Objectives' for the PRD Parks and Boating programs.

Subsequent steps in the process include drafting a new Strategic Plan document, sharing it with our stakeholders and the public, making any needed revisions, and finalizing the document for approval by the Director of the Department of Natural Resources. Our expectation is to complete this process and have a new Strategic Plan adopted by the end of 2007.

If you would like additional information on this effort/process, please feel free to contact:

Paul N. Curtis
MDNR- Parks and Recreation Division
PO Box 30257
Lansing, MI 48909
(517) 335-4832
Curtisp@michigan.gov

Individuals attending this meeting are requested to refrain from using heavily scented personal care products in order to enhance accessibility for everyone. Persons with disabilities needing accommodations for the meeting should contact

Paul Curtis at (517) 335-4832, a minimum of five business days before the meeting. Requests made less than five business days before events may not be accommodated.

The DNR is committed to the conservation, protection, management, use and enjoyment of the state's natural resources for current and future generations.

###

Results of Input Efforts:

2/21/2008

CONSOLIDATED SUMMARY OF INPUT RECEIVED

(Comments on existing goal assessments and top 5 comments received for each program from workshops, survey/questionnaires and telephone interviews)

1. Goal Assessments: - V2020 and MSWC Strategic Plan Workshops of 11/29/2006 – 4/10/2007

Parks “What are the opportunities to improve the State Park Program?”

- More partnerships/cooperation (10.8%)
- More marketing (10.8%)
- More/better amenities/facilities (10.8%)
- More staff (9.2%)
- More volunteers/retired workers (9.2%)

Boating “What are the opportunities to improve the State Boating Program?”

- More/better amenities/facilities (20.4%)
- Increase user fees (10.3%)
- More (trained/educated) staff (10.2%)
- More education/interpretation (7.7%)
- Better maintenance (7.7%)

DNR Bonus Question “How does PRD interact and work with other DNR divisions, and they with us?”

- Sharing of equipment/staff/skills/office space (29.4%)
- More networking/collaboration (23.5%)
- Sharing work with other divisions/departments (11.8%)
- More education (11.7%)
- More efficient (5.9%)

V2020

- **Build Long-term Stable Financial Base**
 - Increase of education/interpretation (11.2%)
 - Increase of users (11.2%)
 - Increase public awareness/support (11.2%)
 - Finding nontraditional funding options (8.9%)
 - Increase of facilities/parks (8.9%)
- **Provide Interpretive Programs in the Parks**
 - More education/interpretation/outreach programs (36.8%)
 - Increase users (15.8%)
 - More partnerships (10.5%)
 - More publicity/marketing (7.9%)
 - Increase public support/education (5.3%)
- **Improve/Expand Camping and Lodging Facilities**
 - New/better facilities/amenities (34.3%)
 - Increase partnerships/networking (18.7%)
 - Attract new users (7.7%)
 - Increase activities/programs (6.3%)
 - Follow trends/demands (6.2%)
- **Improve/Expand Recreation Opportunities**
 - Increase users (15.0%)
 - Increase partnerships (12.5%)
 - More activities/events (10.0%)
 - Increase facilities/amenities (10.0%)
 - Follow trends/demands (10.0%)
- **Establish Programs for Stewardship, Park Evaluation and Park Planning**
 - Increase awareness/public input (13.3%)
 - Increase partnerships (12.0%)
 - Better maintenance/management (12.0%)
 - Increase education/interpretation/history programs (10.6%)
 - Identifies costs/inventory (8.0%)
- **Create a Marketing Program**
 - Identify non-users/increase users (15.0%)
 - More/better marketing (12.5%)
 - Creating new partnerships (12.5%)
 - Hire professional marketing persons (10.0%)
 - Increase revenue (7.5%)

MSWC

- **Upgrade and Maintain Existing Facilities**
 - Diversifying/more users (13.6%)
 - More partnerships (9.6%)
 - Create more revenue/funding (9.6%)
 - Follow trends/demands (7.7%)
 - Preventative maintenance (7.7%)
- **Create New Boat Access Site Facilities**
 - Creating new/more facilities/activities/experiences (16.1%)
 - More partnerships (16.1%)

- Re-evaluate supply/demand (16.1%)
- Registration of non-motorized watercraft (6.5%)
- Increase Universal Access (6.5%)
- **Create Harbors of Refuge**
 - Follow trends/demands (22.2%)
 - Creating new/more facilities/activities/experiences (16.7%)
 - Marketing (11.1%)
 - More partnerships (11.1%)
 - Safety (11.1%)
- **Strengthen Internal Structure and Efficiency**
 - More partnerships (29.0%)
 - Open communication (12.9%)
 - Better maintenance (9.7%)
 - More focus on areas (9.7%)
 - More education/interpretation (9.7%)

Workshops conducted with the CCMSP, MSWC, all Districts of PRD with Eco-team participation (partial), PRD Lansing staff with DNR resource program staff participation (partial) were focused on review of these goals to ascertain their validity. While there were some suggestions for modifications, all goals were deemed to still be valid for consideration in the new strategic plan.

2. Public Workshops (5): - Strengths, Challenges and Opportunities (S.C.O.)

Analysis of Parks and Boating Programs conducted at various locations around the state from 3/20/2007 – 4/10/2007

Parks “What are the opportunities to improve the State Park Program?”

- Strengthen and expand relationships with stakeholders and friends groups
- Build partnerships (broad range of examples) and expand use of volunteers
- Develop and implement a marketing plan
- Expand and improve recreation opportunities (e.g. more trails...more amenities)
- Improve CRS (Campground Reservation System)

Boating “What are the opportunities to improve the State Boating Program?”

- Expand access site opportunities including link to water trails
- Seek revenue from non-motorized watercraft (e.g. canoe/kayak)
- Expand partnerships and links to community
- Develop educational/interpretation opportunities
- Manage boater conflict (e.g. time zoning)

3. Parks and Boating Questionnaires: - Over 12,000 distributed at State Parks, Harbors and BAS, plus an additional 1,600+ targeted at 2007 Harbor users, and General (open-ended) Comment Cards made available at all locations from 5/25/2007 – 11/7/2007

Parks “What is the one change in Michigan State Parks you most want to see?” (731 responses)

- Improve bathroom facilities (12.4%)

- Improve facilities in general (8.6%)
- Larger campsites/more privacy at campsites (8.5%)
- Eliminate or reduce MVP/entry fees (8.0%)
- Improve the Campground Reservation System (CRS) (6.3%)

Boating – BAS “What is the one change in Michigan State boating access/harbors you most want to see?” (207 responses)

- Dredging/deeper water at launch (14.8%)
- Cleaner bathrooms/better maintenance in general (14.0%)
- More ramps (11.9%)
- Eliminate/reduce fees (10.2%)
- More parking (8.4%)

Boating - Harbors “What is the one change in Michigan State boating access/harbors you most want to see?” (476 responses)

- Dredging (20.7%)
- More docks (15.5%)
- Improve the Harbor Reservation System (12.1%)
- Cleaner bathrooms/better maintenance (9.8%)
- Eliminate/reduce fees (6.9%)

4. Telephone Interviews with Stakeholders: - Stakeholder interviews with members of: Legislative Committees, NRC, CCMSP, MSWC, MNRTF, DNR and PRD staff, and key stakeholder groups or organizations. Of (191) total contacts, (132) interviews were made from 10/8/2007 – 1/11/2008

What is the importance of the state parks, recreation areas, harbors, and/or boating access sites to your group or organization?

- Provides access to natural resource recreation (51.9%)
- Economic benefit (22.6%)
- Adds to the quality of life (6.6%)
- Provides protection/conservation (4.7%)
- It is the ‘core’ of the organization (4.7%)

What do your members most value about the state parks and/or boating programs?

- Access to natural resource opportunities (34.9%)
- Convenient locations/easy access (14.0%)
- Natural resources (general) (8.5%)
- Economic benefit (6.2%)
- All aspects are valuable (4.7%)

What would your members most like to see changed in the state parks and/or boating programs?

- More/sustainable funding (28.9%)
- Upgrading/more facilities (16.4%)
- None...continue doing what is done (9.4%)
- Reduce/eliminate fees (6.3%)
- More/better access to natural resources (5.5%)

How should PRD implement the desired change?

- More/stabilized funding (18.9%)
- Collaborate with agencies (15.0%)
- Get legislature involved (11.0%)
- None...continue doing what is done (9.4%)
- Review facilities (7.9%)

Twenty years from now, when you look out into the future, how would you best describe your membership's 'vision' of Michigan State Parks and/or Michigan Boating?

- Provide more natural resource opportunities (32.3%)
- Open/available/able to provide (24.6%)
- More/upgraded facilities (10.0%)
- More funding (6.2%)
- Keep up preservation/conservation (4.6%)

What actions need to occur to achieve that vision within the next ten years?

- More/stabilized funding (46.2%)
- Collaborate with agencies (10.0%)
- More marketing/publicity (8.5%)
- Get legislature involved (7.7%)
- Review/assess facilities (6.9%)

The mission of Parks and Recreation Division holds that we will work with partners to...*Acquire, protect, and preserve the natural, historic, and cultural features of Michigan's unique resources, provide public recreation and safe public access to the Great Lakes and inland waters of the State of Michigan, and provide educational and interpretation opportunities.*

What is the importance of this mission to your organization with regard to:

1) Working with partners?

- Partnerships are essential/important (51.5%)
- Keep looking for partnerships/need more (20.8%)
- Partnerships help accomplish goals (8.5%)
- Provides access to natural resources (3.8%)
- Aids in funding (3.8%)

2) Acquire, protect, and preserve natural resources?

- Very important (54.6%)
- Conserve/protect (17.7%)
- Get more natural resource opportunities/keep fighting for (8.5%)
- Fits with organization/associations goals (6.2%)
- Maintain what you already have (6.2%)

3) Acquire, protect, and preserve cultural resources?

- Very important (48.1%)
- Need to preserve these areas (14.0%)
- Not as critical/important (7.8%)
- Fits with organization/associations goals (6.2%)
- Maintain what you already have (6.2%)

4) Provide recreation opportunities?

- Very important (53.1%)
- Key/essential (17.7%)
- Provides access to natural resources (6.2%)
- Stimulates economy (4.6%)
- Fits organization/associations goals (3.8%)

5) Provide safe public access to the Great Lakes?

- Very important (55.8%)
- Key/essential (9.3%)
- Protect/conserve (7.0%)
- Important but not a concern of association/organization (4.7%)
- Fits organization/associations goals (3.9%)

6) Provide safe public access to inland waters?

- Very important (55.4%)
- Key/essential (9.2%)
- Protect/conserve (6.2%)
- Keep access open to public (4.6%)
- Not as important (4.6%)

7) Provide educational and interpretation opportunities?

- Very important (60.0%)
- Not that important (7.7%)
- More public awareness (6.2%)
- Continue to provide these services (3.8%)
- Key/essential/necessary (3.8%)

Would you make any changes to this mission? Please explain.

- None/NA/Fine as it is (70.1%)
- Partnerships with educational spectrum (3.1%)
- Shortened (3.1%)
- Focus on adequate resources (2.4%)
- Include people with all abilities (2.4%)

List of PRD Facilities (Harbors and Parks): (Note...does not include BAS's)

State Harbors (16)

AuGres
Copper Harbor
Detour
Detroit - Grayhaven
Eagle Harbor
East Tawas
Fayette
Hammond Bay
Lac LaBelle
Lexington
Little Lake
Mackinac Island
Port Austin
Presque Isle
Tri-Centennial
Whitefish Point

Grant-in-Aid Harbors (50)

Cheboygan County
Detroit - Erma Henderson
East Jordan
Elk Rapids
Escanaba
Frankfort
Gladstone
Grand Haven - Grand River
Grand Marais - Burt Township
Grand Traverse Bay
Greilickville Elmwood Township
Harbor Beach
Harbor Springs
Harrisville
Hessel - Clark Township
Houghton County
Houghton City

Grant-in-Aid Harbors (continued)

Leland
Ludington - Harbor View
Ludington Municipal
Mackinaw City
Manistee City Marina
Manistique
Marquette - Cinder Pond
Marquette - Presque Isle
Menominee
Metro Beach Metropark - HCMA
Munising - Bay Shore
Muskegon - Hartshorn
Garfield Twp. - Naubinway
New Buffalo - Galien River
Northport
Ontonagon
Pentwater
Petoskey
Port Huron - Fort St
Port Huron - Municipal
Port Sanilac
Rogers City
Sault Ste. Marie - Charles Harvey
Sault Ste. Marie - George Kemp; Mariner's Pk
Sebewaing
South Haven - Black River
St. Clair - Charles Moore
St. Ignace
St. Joseph - West Basin
Suttons Bay
Traverse City - Clinch Park
Whitehall
Wayne County - Elizabeth Park

State Parks (70)

Algonac State Park
Aloha State Park
Baraga State Park
Bewabic State Park
Brimley State Park
Burt Lake State Park
Cambridge Junction Historic State Park
Cheboygan State Park
Clear Lake State Park
Coldwater Lake State Park
Craig Lake State park
Dodge #4 State Park
Duck Lake State Park
Fayette Historic State Park
Fisherman's Island State Park
Fort Wilkins Historic State Park
Grand Haven State Park
Grand Mere State Park
Harrisville State Park
Hartwick Pines State Park
Hayes State Park
Hoeft State Park
Hoffmaster State Park
Holland State Park
Indian Lake State Park
Interlochen State Park
Lake Gogebic State Park
Lakeport State Park
Leelanau State Park
Ludington State Park
Maybury State Park
McLain State Park
Mears State Park
Meridian-Baseline State Park
Mitchell State Park
Muskallonge Lake State Park
Muskegon State Park
Negwegon State Park

State Parks (continued)

Newaygo State Park
North Higgins Lake State Park
Onaway State Park
Orchard Beach State Park
Otsego Lake State Park
Palms Book State Park
Petoskey State Park
Porcupine Mountains Wilderness State Park
Port Crescent State Park
Sanilac Petroglyphs Historic State Park
Saugatuck Dunes State Park
Seven Lakes State Park
Silver Lake State Park
Sleeper State Park
Sleepy Hollow State Park
South Higgins Lake State Park
Sterling State Park
Straits State Park
Tahquamenon Falls State Park
Tawas Point State Park
Thompson's Harbor State Park
Traverse City State Park
Tri-Centennial State Park and Harbor
Twin Lakes State Park
Van Buren State Park
Van Riper State Park
Warren Dunes State Park
Warren Woods State Park
Wells State Park
Wilderness State Park
Wilson State Park
Young State Park

State Recreation Areas (20)

Bald Mountain Recreation Area
Bass River Recreation Area
Bay City State Recreation Area
Brighton Recreation Area
Fort Custer Recreation Area
Highland Recreation Area
Holly Recreation Area
Ionia State Recreation Area
Island Lake Recreation Area
Lake Hudson Recreation Area
Metamora-Hadley Recreation Area
Ortonville Recreation Area
Pinckney Recreation Area
Pontiac Lake Recreation Area
Proud Lake Recreation Area
Rifle River Recreation Area
Tippy Dam Recreation Area
Waterloo Recreation Area
Wetzel State Recreation Area
Yankee Springs Recreation Area

State Scenic Sites (5)

Agate Falls
Bond Falls
Laughing Whitefish Falls
Sturgeon Point
Wagner Falls

State Linear Parks (5)

Hart-Montague Trail State Park
Kal-Haven Trail State Park
Lakelands Trail State Park
Fred Meijer White Pine Trail State Park
Van Buren Trail

PRD Stakeholders:

Senate Committee on Natural Resources & Environmental Affairs

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Sen.	Patricia L.	Birkholz, Chair	Dist. 24	P.O. Box 30036	Lansing	MI	48909
Sen.	Gerald R.	VanWoerkom	Dist. 34	P.O. Box 30036	Lansing	MI	48909
Sen.	Bruce	Patterson	Dist. 7	P.O. Box 30036	Lansing	MI	48909
Sen.	Raymond E.	Basham	Dist. 8	P.O. Box 30036	Lansing	MI	48909
Sen.	Michael A.	Prusi	Dist. 38	P.O. Box 30036	Lansing	MI	48909
Ms.	Joy	Brewer, Clerk		P.O. Box 30036	Lansing	MI	48909

Senate Appropriations Sub-Committee

Sen.	Michelle	McManus	Dist. 35	P.O. Box 30036	Lansing	MI	48909
Sen.	Ron	Jelinek	Dist. 21	P.O. Box 30036	Lansing	MI	48909
Sen.	Liz	Brater	Dist. 18	P.O. Box 30036	Lansing	MI	48909

House Appropriations Sub-Committee

Rep.	Mike	Lahti	Dist. 110	P.O. Box 30014	Lansing	MI	48909
Rep.	Dudley	Spade	Dist. 57	P.O. Box 30014	Lansing	MI	48909
Rep.	Darwin	Booher	Dist. 102	P.O. Box 30014	Lansing	MI	48909
Rep.	Rebekah	Warren, Chair	Dist. 53	P.O. Box 30014	Lansing	MI	48909
Rep.	Marie	Donigan	Dist. 26	P.O. Box 30014	Lansing	MI	48909
Rep.	Kate	Ebli	Dist. 56	P.O. Box 30014	Lansing	MI	48909
Rep.	Martin J.	Griffin	Dist. 64	P.O. Box 30014	Lansing	MI	48909
Rep.	Kathleen	Law	Dist. 23	P.O. Box 30014	Lansing	MI	48909
Rep.	Gabe	Leland	Dist. 10	P.O. Box 30014	Lansing	MI	48909

House Committee on Great Lakes and Environment

Rep.	Mark S.	Meadows	Dist. 69	P.O. Box 30014	Lansing	MI	48909
Rep.	Fred	Miller	Dist. 31	P.O. Box 30014	Lansing	MI	48909
Rep.	Mary	Valentine	Dist. 91	P.O. Box 30014	Lansing	MI	48909

House Committee on Great Lakes and Environment (continued)

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Rep.	David	Robertson	Dist. 51	P.O. Box 30014	Lansing	MI	48909
Rep.	Brian	Palmer	Dist. 36	P.O. Box 30014	Lansing	MI	48909
Rep.	Judy	Emmons	Dist. 70	P.O. Box 30014	Lansing	MI	48909
Rep.	John	Moolenaar	Dist. 98	P.O. Box 30014	Lansing	MI	48909
Rep.	Howard	Walker	Dist. 104	P.O. Box 30014	Lansing	MI	48909
Rep.	Arlan B.	Meekhof	Dist. 89	P.O. Box 30014	Lansing	MI	48909
Mr.	Ben	Cook, Clerk		P.O. Box 30014	Lansing	MI	48909

House Committee on Tourism, Outdoor Recreation and Natural Resources

Rep.	Joel	Sheltrown, Chair	Dist. 103	P.O. Box 30014	Lansing	MI	48909
Rep.	Kate	Ebli	Dist. 56	P.O. Box 30014	Lansing	MI	48909
Rep.	Terry L.	Brown	Dist. 84	P.O. Box 30014	Lansing	MI	48909
Rep.	Ted	Hammon	Dist. 50	P.O. Box 30014	Lansing	MI	48909
Rep.	Kathleen	Law	Dist. 23	P.O. Box 30014	Lansing	MI	48909
Rep.	Steven	Lindberg	Dist. 109	P.O. Box 30014	Lansing	MI	48909
Rep.	Mike	Simpson	Dist. 65	P.O. Box 30014	Lansing	MI	48909
Rep.	Tom	Casperson	Dist. 108	P.O. Box 30014	Lansing	MI	48909
Rep.	Howard	Walker	Dist. 104	P.O. Box 30014	Lansing	MI	48909
Rep.	John	Stakoe	Dist. 44	P.O. Box 30014	Lansing	MI	48909
Rep.	Kenneth B.	Horn	Dist. 94	P.O. Box 30014	Lansing	MI	48909
Mr.	David	Mead, Clerk		P.O. Box 30014	Lansing	MI	48909

Natural Resources Commission (NRC)

Mr.	Keith	Charters, Chair		126 Spring Hill Rd.	Trav. City	MI	49686
Ms.	Mary	Brown		1624 Grand Ave.	Kalamazoo	MI	49006
Rev.	Hurley J.	Coleman, Jr.		2405 Bay Rd.	Saginaw	MI	48602
Mr.	Darnell	Earley		P.O. Box 70141	Lansing	MI	48908
Mr.	John	Madigan		831 W. Munising Ave.	Munising	MI	49862
Mr.	J.R.	Richardson		36658 McGuire Rd.	Ontonagon	MI	49953
Mr.	Frank	Wheatlake		P.O. Box 147	Reed City	MI	49677

Citizen's Committee for Michigan State Parks (CCMSP)

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Mr.	Murdock	Jemerson, Chair	Mi. Rec. & Parks Assoc.	318 N. Capitol	Lansing	MI	48933
Mr.	Tom	Ferguson, V- Chr.	Sunrise Side (tourism)	1361 Fletcher St.	National City	MI	48748
Ms.	April	Bennett	MUCC	2101 Wood St.	Lansing	MI	48909
Mr.	Jim	Bradley	Friends of the Porkies	743 Scovia Ave.	Ontonagon	MI	49953
Ms.	Betsy	Clark	DNR Retirees	14576 Robson	Bath	MI	48808
Rev.	Hurley J.	Coleman, Jr.	NRC - County Parks	2405 Bay Rd.	Saginaw	MI	48602
Mr.	Michael	Foote	Mi. Horse Council	1205 McCabe NE	Ada	MI	49301
Mr.	Chris	Graham	Mi. Environmental Council	925 Aberdeen Dr.	Ann Arbor Slt. Ste.	MI	48104
Mr.	Jim	Hendrix	Local economic dev.	1301 W. Easterday	Marie	MI	49783
Mr.	Robert W.	Hoffmeyer	Field Trialers	9810 Trotter Lane	Clarkston	MI	48348
Mr.	Mike	MacDonald	Mi. Assoc. of County Parks	5616 Wood Valley	Haslett	MI	48840
Dr.	Charles	Nelson	MSU	131 Nat. Res. Bldg.	East Lansing	MI	48824
Ms.	Mary	Pitcher	County Commissioner	3745 Crystal Dr.	Beulah	MI	49617
Mr.	Bill	Rose	Kalamazoo Nature Center	7000 N. Westnedge	Kalamazoo	MI	49009
Mr.	Todd	Scott	Mi. Mountain Bike Assoc.	5119 Highland Rd.	Waterford	MI	48327

CCMSP - Ex-Officio

Ms.	Mary	Brown	NRC	1624 Grand Ave.	Kalamazoo	MI	49006
Mr.	Michael	Bryanton	MSWC				
Ms.	Sandra	Clark	HAL	P.O. Box 30738	Lansing	MI	48909
Mr.	Duncan	Wyeth	DLEG, 'Universal Access'	201 N. Washington	Lansing	MI	48909

Michigan State Waterways Commission (MSWC)

Ms.	Carol B.	Oakley, Chair		3389 Middlefield Dr.	Trenton	MI	48183
Mr.	Bryan L.	Amann		355 N. Cantor Ctr.	Canton Drummond	MI	48187
Mr.	Denny	Bailey		P.O. Box 148	Isl.	MI	49726
Mr.	Bob	Brown		P.O. Box 220	Mackinac Isl.	MI	49757
Mr.	Curtis	Hertel, Sr.		8109 E. Jefferson	Detroit	MI	48214
Ms.	Janet	Mansfield		4991 French Rd.	Alpena	MI	49707
Mr.	Mike	Bryanton		P.O. Box 18061	Lansing	MI	48901

Michigan Natural Resources Trust Fund Board (MNRTF)

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Mr.	Bob	Garner, Chair		7020 E. 48 Rd.	Cadillac	MI	49601
Mr.	Keith	Charters		126 Spring Hill Rd.	Traverse City	MI	49686
Ms.	Lana B.	Pollack	Mich. Env. Council	119 Pere Marquette Dr.	Lansing	MI	48912
Mr.	Frank	Torre	Torre and Bruglio, Inc.	850 Featherstone Rd.	Pontiac	MI	48342

Michigan Department of Natural Resources Staff (MDNR)

(ID Mail)

(Note...'DNR-ALL" contacted for review and comments)

Ms.	Rebecca	Humphries	Director	
Ms.	Stacy	Welling	UP Field Deputy	Marquette OC
Ms.	Mindy	Koch	Resource Mgmt. Deputy	
Mr.	Dennis	Knapp	Assist. Resource Mgmt. Deputy	
Mr.	Ron	Olson	Parks and Recreation	
Mr.	David	Freed	Land and Facilities	
Mr.	Gary	Hagler	Law Enforcement	
Mr.	Kelly	Smith	Fisheries	
Ms.	Lynne	Boyd	Forest, Mineral, & Fire Management	
Mr.	Russ	Mason	Wildlife	
Ms.	Patricia	Spitzley	Legal Services	
Mr.	Rodney	Stokes	Chief of Staff	
Mr.	Dan	Eichinger	Legislative Liaison	
Mr.	Jim	Wood	Grants Management	
Mr.	Tom	Benson	Internal Audit	
Mr.	Joe	Frick	Financial Services	
Mr.	Dennis	Fedewa	Administrative Ops.	
Ms.	Sharon	Schafer	Budget and Support Services	
Mr.	Gerald	Harris	Human Resources	
Mr.	Timothy	Nixon	Emergency Management	

Michigan Department of Natural Resources Staff (MDNR) ...continued

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Ms.	Pat	Stewart	Marketing-Stakeholder Relations				
Mr.	Jon	Spieles	Communications				
Mr.	Dennis	Fox	Communications				
Mr.	Kevin	Frailey	Communications				
Ms.	Teresa	Gloden	Exec. Sec. for NRC				
Ms.	Linda	Harlow	Exec. Sec. for MNRTF				
Ms.	Diane	Gillespie Cook	Assistant to MSWC				
Mr.	Kevin	Frailey	Communications				
Ms.	Janet	Canode	Communications				
Mr.	Jon	Spieles	Communications				
Ms.	Kelly	Siciliano Carter	Wildlife				
Ms.	Sara	Schaefer	SLP EcoTeam	Allegan FO			
Mr.	Don	Johnson	SLP EcoTeam				
Mr.	Mark	MacKay	SLP EcoTeam	Plainwell OSC			
Mr.	Dave	Graham	NLP EcoTeam	Gaylord OSC			
Mr.	Dayle	Garlock	NLP EcoTeam	Gaylord OSC			
Mr.	John	Pilon	NLP EcoTeam	Gaylord OSC			
Mr.	Matt	Tonello	NLP EcoTeam	Roscommon OSC			
Mr.	Michael	Koss	WUP EcoTeam	Gwinn FO			
Mr.	Richard	Stevenson	EUP EcoTeam	Newberry OSC			
Ms.	Ann	Mattson	EUP EcoTeam	Newberry OSC			
Mr.	David	Price	SRPT - FMFM				
Ms.	Tammy	Newcomb	SRPT - FD				
Mr.	Kerry	Fitzpatrick	SRPT - WD				
Mr.	Creig	Grey	SRPT - LED	Roscommon OSC			
Mr.	Michael	Bailey	SRPT - WD				

Parks and Recreation Division Staff (PRD)**(ID Mail)**

Mr.	Ron	Olson	Division Chief
Ms.	Yolanda	Taylor	Assistant to Chief
Mr.	George	Cameron	Field Operations

Parks and Recreation Division Staff (PRD) ...continued**(ID Mail)**

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Ms.	Vicki	Anthes	Planning				
Mr.	Tony	Herek	Program Services				
Mr.	Harold	Herta	Resource Management				
Ms.	Mary	Nardo	Parks				
Mr.	Bill	Boik	Boating				
Mr.	Paul N.	Curtis	Management Planning				
Mr.	Dan	Lord	Development Planning				
Ms.	Diane	Munson	Planning Secretary				
Mr.	Ralph	Riddle	Human Resources				
Ms.	Elizabeth	Bramble	Accounting				
Mr.	Joe	McClure	Finance				
Ms.	Anne	Bengel	Personnel Assistant				
Mr.	Ray	Fahlsing	Stewardship				
Mr.	Glenn	Palmgren	Stewardship				
Mr.	Lowen	Schuett	Operations				
Mr.	Jason	Flemming	Operations				
Mr.	Doug	Rich	Operations				
Ms.	Cheryl	Greaney	Resource Management				
Ms.	Monica	Terrell	Operations				
Ms.	Sandra	Richardson	Field Operations				
Ms.	Christa	Sturtevant	Field Operations				
Mr.	Richard	Hill Jr.	Baraga District	Baraga OSC			
Mr.	Carl	Lindell	Bay City District	Bay City OSC			
Mr.	Scott	Dice	Cadillac District	Cadillac OSC			
Mr.	Gary	Ellenwood	Gaylord District	Newberry OSC			
Mr.	Rollie	Johnson	Plainwell District	Plainwell OSC			
Ms.	Luba	Sitar	Pontiac District	Southfield OSC			
Ms.	Anna	Sylvester	Roscommon District	Roscommon OSC			
Ms.	Sue	Lothrop	Rose Lake District	Rose Lake OSC			
Mr.	Keith	Cheli	District Planner	Gaylord OSC			
Ms.	Kris	Bennett	District Planner	Southfield OSC			
Mr.	Joe	Strach	District Planner	Rose Lake OSC			
Mr.	Troy	Rife	District Planner	Cadillac OSC			

Stakeholders

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Mr.	Lewis	Shuler	Cycle Conservation Club	P.O. Box 486	Coldwater	MI	49036
Mr.	Mark	Burns	Great Lakes 4WD Assoc.	P.O. Box 30181	Lansing	MI	48909
Ms.	Cindy	Burkhour	Access Recreation Group	2454 Lamplighter Dr.	Jenison	MI	49428
Ms.	Nancy	Krupiarz	Mi. Trails and Greenways Alliance	410 S. Cedar St., #A	Lansing	MI	48912
Mr.	Ken	Hendrick	Mi. Trails and Greenways Alliance	410 S. Cedar St., #A	Lansing	MI	48912
Mr.	Scott	Harper	Mi. Assoc. of Paddlesport Providers	311 N. Lake St.	East Jordan	MI	49727
Mr.	Dick	Stafford	Mi. Charter Boat Assoc.	US2 & 41/M35	Gladstone	MI	49837
Mr.	Morse	Brown	S.E. Mi. RC&D Council	7203 Jackson Rd.	Ann Arbor	MI	48103
Mr.	Bill	Sheffer	MARVAC	2222 Association Dr. 300 N. Washington Sq.	Okemos	MI	48913
Mr.	George	Zimmerman	Travel Michigan		Lansing	MI	48913
Mr.	Ben	McGeachy	DEQ Campground Permits DEQ Coastal Mgmt. Program	P.O. Box 30457	Lansing	MI	48909
Ms.	Catherine	Ballard		P.O. Box 30457	Lansing	MI	48909
Mr.	Gary	Williams	MSU Extension Educator	640 Temple, 6th Fl.	Detroit	MI	48201
Mr.	Ed	Hagen	Big Brothers, Big Sisters	1235-A Center St. 119 N. Washington Sq.	Lansing	MI	48906
Mr.	Scott	Goldstein	YMCA		Lansing	MI	48933
Mr.	Bryan	Armstrong	MDOT	P.O. Box 30050	Lansing	MI	48909
Ms.	Anne	Woiwoide	Sierra Club	109 E. Grand River	Lansing	MI	48906
Mr.	Paul	Tait	S.E. Mi. Council of Governments	535 Griswold, #300	Detroit	MI	48226
Ms.	Diane	Rekowski	N.E. Mi. Council of Governments	P.O. Box 457	Gaylord	MI	49734
Ms.	Rachel	Kuntzsch	Heart of the Lakes	P.O. Box 80854	Lansing	MI	48908
Ms.	Leanne	Marten	U.S. Forest Service	1755 S. Mitchell St.	Cadillac	MI	49601
Mr.	Mike	Duwe	National Park Service	9922 Front St.	Empire	MI	49630
Mr.	Dave	Pederson	U.S. F.W.S.	1 Federal Drive	Ft. Snelling	MN	55111
Mr.	Bill	Manson	Mi. Snowmobile Assoc.	4336 Plainfield NE, #F	Gr. Rapids	MI	49525
Mr.	Mike	Maisner	Mi. Rec. & Parks Assoc.	2465 Woodlake Circle	Okemos	MI	48864
Mr.	Van	Snider	Mi. Boating Industry Assoc.	32398 Five Mile	Livonia	MI	48154
Mr.	Rich	Bowman	The Nature Conservancy	101 E. Grand River	Lansing	MI	48906

Stakeholders...continued

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Ms.	Gail	Gruenwald	Tip-of-the-Mitt Watershed Council	426 Bay Street	Petoskey	MI	49770
Mr.	James	Bresciami	HCMA	13000 High Ridge Dr.	Brighton	MI	48114
Mr.	Dennis	Muchmore	Mi. United Cons.Clubs	P.O. Box 30235	Lansing	MI	48909
Mr.	Tom	Nemacheck	U.P. Travel and Rec. Assoc.	P.O. Box 400	Iron Mtn.	MI	49801
Mr.	Dan	Stencil	Oakland Co. Parks and Recreation	2800 Watkins Lk. Rd.	Waterford	MI	48328
Mr.	Robert	Tetens	Washtenaw Co. Parks and Recreation	P.O. Box 8645	Ann Arbor	MI	48107
Mr.	Mark	Brochu	St. Clair Co. Parks and Recreation	200 Grand River	Port Huron	MI	48060
Mr.	Bruce	Ross	Van Buren Charter Twp.	46425 Tyler Rd.	Van Buren Twp.	MI	48111
Ms.	Marne	Smiley	Mi. Mountain Bike Assoc.	566a Kellogg	Ann Arbor	MI	48105
Mr.	Bill	Mayer	Mi. Mountain Bike Assoc.	1606 Pontiac Tr.	Ann Arbor	MI	48105

Grant-in-Aid Harbors (Representative sample)

Ms.	Beverly	Watts	Elizabeth Park Harbor (Wayne County)	33175 Ann Arbor Tr.	Westland	MI	48185
Mr.	John	Shay	Ludington Municipal Marina (City of Ludington)	400 S. Harrison St.	Ludington	MI	49431
Mr.	Hugh M.	Leslie III	Presque Isle & Cinder Pond Marina (City of Marquette)	401 E. Fair Ave.	Marquette	MI	49855
Mr.	Brian	Horst	Gladstone Municipal Marina (City of Gladstone)	P.O. Box 32	Gladstone	MI	49837
Mr.	Robert	Peterson	Edward Grace Marina (Village of Elk Rapids)	P.O. Box 398	Elk Rapids	MI	49629
Mr.	John	Dobis	Harrisville Municipal Marina (City of Harrisville)	P.O. Box 278	Harrisville	MI	48740

Grant-in-Aid Boating Access Sites (Representative sample)

<u>Title</u>	<u>First name</u>	<u>Last name</u>	<u>Representing</u>	<u>Address</u>	<u>City</u>	<u>MI</u>	<u>Zip</u>
Mr.	Timothy L.	Gauthier	Caledonia Twp (Hubbard Lake Township Ramp)	P.O. Box 81	Spruce	MI	48762
Mr.	Jim	Stoneburner	Prairieville Twp. (Upper & Lower Crooked Lake)	10115 S. Norris	Delton	MI	49046
Mr.	Darwin	Baranski	City of Bay City (Veteran's Memorial Park)	301 Washington Ave.	Bay City	MI	48708
Ms.	Roni	Christmas	Bath Twp. (Park Lake)	P.O. Box 247	Bath	MI	48808
Mr.	Leonard	Zembruski	Butman Twp. (Butman Township Ramp)	5005 N. Hockaday Rd.	Gladwin	MI	48624
Ms.	Susan	Spear	U.S. Forest Service (Black River Mouth Ramp)	E6248 US 2	Ironwood	MI	49938
Mr.	Vernon	Jolly	Village of Lake Linden (Lake Linden Village Ramp)	401 Calumet St.	Lake Linden	MI	49945
Mr.	Steven	Romzek	Huron County (Stafford County Park)	P.O. Box 270	Bad Axe	MI	48413
Mr.	Jay D.	Steffen	City of Grand Rapids (Butterworth Park)	201 Market Ave., SW	Gr. Rapids	MI	49503
Mr.	Michael	Rogers Sr.	Village of Northport (Northport Municipal Ramp)	P.O. Box 336	Northport	MI	49670
Ms.	Kathy	Mahar	Luce County (Luce County Park)	East Court Street	Newberry	MI	49868
Mr.	James J.	Bresciami	HCMA (Metrobeach Metropark Launch)	13000 High Ridge Dr.	Brighton	MI	48114
Ms.	Maureen G.	Carter	City of Monroe (Hellenburg Field)	120 E. First St.	Monroe	MI	48161
Mr.	Richard	Kooistra	Newaygo County (Henning Park)	4684 Evergreen Dr.	Newaygo	MI	49337
Mr.	Jim	Wolfe	Osceola County (Rose Lake County Park)	301 W. Upton	Reed City	MI	49677
Ms.	Loren	Jackson	City of Detroit (Reid Ramps)	65 Cadillac Sq., #4000	Detroit	MI	48226

Contact Us

Address:

Michigan Department of Natural Resources
Parks and Recreation Division
P.O. Box 30257
Lansing, MI 48909

e-Mail:

DNR-RecreationFeedback@michigan.gov
(Please insert "Strategic Plan" in the subject line)

Phone:

(517) 373-9900

The DNR is committed to the conservation, protection, management, use and enjoyment of the state's natural resources for current and future generations.



Great Lakes, Great Times, Great Outdoors